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DW
and

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FIELDS SERVED BY DW

The publication in which shipper, carrier, receiver, warehouseman and equipment manufacturer meet on common ground to obtain and exchange ideas and suggestions for more efficient and economical distribution of raw materials and finished products. D and W is a clearing house of information for all who are interested in:

SHIPPING by air, highway, rail and water, of raw materials and finished products of all kinds, from points of origin to points of ultimate destination. D and W insists that efficiency and economy are as imperative in transportation of commodities as in manufacturing and selling.

HANDLING of raw materials and finished products, in bulk, in packages, and in palletized units, for and during production, transportation, storage and distribution. D and W submits that handling costs are a vital factor in determining profits.

WAREHOUSING . . of raw materials, finished products and miscellaneous supplies for any or all of the following reasons: as collateral for loans; to anticipate seasonal buying; to obtain lower rates by making bulk rather than l.c.l. shipments; to have spot stocks readily available at important market centers; as an aid in developing new markets. D and W maintains that, for efficient and economical distribution, intelligent and practical warehousing is indispensable.

DISTRIBUTION . . of anything anywhere from points of origin and production to points of ultimate use and consumption whether sectional, national or international. D and W takes the position that more efficient and economical distribution is the present major problem of modern business.





How to ruin a trailer in no time at all!

LOAD IT with more weight than it was designed to carry.

HIGHBALL IT over a jungle trail. Or frozen Arctic tundra. Or slam it over shell-pocked roads strewn with land mines.

BAM! Along comes a near-hit by an enemy bomb. It hurls the trailer 20 feet. Presto! One ruined trailer.

That's what happens to thousands upon thousands of trailers in this war. That's why

such military equipment must be replaced at a fantastic rate.

And that's why Motor Transport at home hasn't gotten the trucks and trailers it needs. But even so, it has done a magnificent job with too few trucks, trailers, tires and men.

GOOD NEWS FOR YOU

Trailmobile is making trailers again for civilian uses!

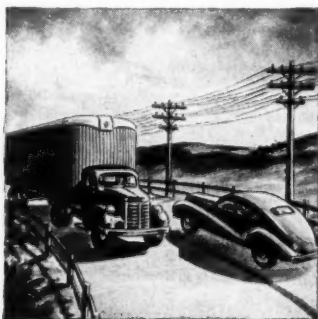
Recent government allocations permit us to make several thousand commercial trailers during 1944. We will make our entire allotment without any let-up in our production of vital equipment for the Armed Forces.

Our one aim is to serve the needs of Motor Transport—on the fighting fronts and on the highways of America.

See your nearest Trailmobile distributor or branch right away. Or write us.

If you need Trailer Service

... Trailmobile operates service centers at strategic points. Let us help you keep your old equipment rolling until you get new units. Write for the locations of the Trailmobile Service Centers near you.



TRAILMOBILE

The Trailer Company of America
Cincinnati 9, Ohio Berkeley 2, Calif.

Commercial Trailers for War and Peace • The Vital Link in Flexible Transportation

'Free Enterprise' Requires a Program

EVEN before the war it was generally agreed that distribution costs were too high. Aside from discussion, relatively little of practical value has ever been done to remedy the situation, in any broad sense.

In the teeming twenties, economists deplored the disparity between what it cost to produce consumers' goods and what it cost to distribute them. But in those days the sky was the limit; for it was thought that a new yardstick for measuring prosperity had been discovered in terms of paper profits, speculation, over-selling and easy-payment-plans.

Then came the crash of '29, followed by widespread unemployment, much misery, confusion, and the imposition of political panaceas for the cure of economic ills. In the bleak, gray days of the tragic thirties it became obvious to everybody that there was something wrong with an economic system that could be thrown out of gear so drastically and in such a relatively short period of time.

Businessmen were blamed and, to an extent, justifiably so, because, for the most part, businessmen were selfishly concerned with the profits of their own individual enterprises exclusively. They gave little or no consideration to their respective industries as a whole, and practically no thought whatsoever to the correlation of industrial groups and individual units with the overall needs and welfare of the nation.

The consequences of that attitude and public reaction to it may be read in the Presidential messages and in the enactments of Congress during the past 10 years.

To-day, we hear much from businessmen about the value of free enterprise and the iniquities of governmental regulations. Of the latter, anybody with commonsense, who has followed current events during the last decade, should have no illusions. Bureaucratic absurdities, inefficiencies and downright inequities have been too patent. But businessmen would do well to bear in mind that too much insistence upon the necessity of free enterprise, without a program, is likely to arouse suspicion. People have not yet forgotten the thirties. In this matter, it is both natural and logical for men to ask pertinent questions: free enterprise for whom, and to what end?

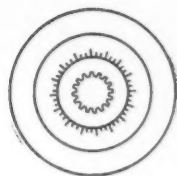
If we appraise the trend of the times aright, we venture to believe that new fundamental standards will have to be established by businessmen and enforced rigorously if business is to enjoy even partial freedom of action after the war.

It seems quite likely that we shall all have to recognize as a basic principle the idea that a business enterprise should be useful and profitable not for itself only, but directly or indirectly for everybody.

It seems likely that agricultural, industrial and mercantile enterprises that produce and distribute the necessities of life will be more strictly regulated by legislation in the future, unless the managers of such enterprises get together and do something constructive and specific now

Editorials

'... around every circle another can be drawn ... every end is a beginning ...'



to formulate a workable plan and correlate their policies in keeping with the welfare of the nation as a whole.

It used to be said that when business prospers the nation prospers. But in a broad sense, business cannot prosper unless the nation prospers, and the nation cannot prosper if it is badly managed, or if consumers are unemployed, or if the cost of living is too high, or if people are preyed upon by business enterprises that pursue unconscionable practices. The day of the freebooter in business is over, which is a good thing both for business and for the nation. There would have been less occasion in the past for governmental regulation if there had been higher standards and a fuller and more general acceptance of moral responsibility by business leaders.

To-day, the opportunities in this direction are greater than ever. If business leaders in various industries, with the sanction of the Department of Justice, for which there is precedent, would make use of the facilities of the

(Continued on page 46)

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Some Misconceptions Clarified

VIRTUALLY everybody in the aviation industry is agreed that the pending Lea Civil Aviation Bill (HR 3420) is necessary for adequate development of post-war air transportation. In addition to codifying existing civil aviation law it includes needed supplementary legislation. Considerable and rather surprising opposition to it has developed at committee hearings, chiefly, we believe, because of misconceptions with respect to its purpose and provisions.

So serious have been some of these misconceptions that Representative Alfred L. Bulwinkle of North Carolina, chairman, aviation sub-committee, Committee on Interstate and Foreign Commerce, of the House, has been impelled to issue a formal statement denying categorically 32 specific misconceptions that have been circulated either ignorantly or maliciously with respect to various provisions of the bill.

Three of the misconceptions cited in the statement deserve special attention. They have to do with monopoly, states' rights and surface carriers.

With respect to monopoly, it has been said that the Lea Bill grants a monopoly of air transportation to the existing airlines. This is untrue. As Mr. Bulwinkle points out, "the present Civil Aeronautics Act, in sec. 2, provides for competition in air transportation, and in numerous other provisions has clear safeguards against monopoly and

(Continued on page 46)

Shipment and Storage of Ordnance

Additional information on improved uses of materials handling equipment and new warehousing methods that have enabled Letterkenny Ordnance Depot to establish records in shipping, handling and warehousing.

THIS article is a sequel to an article that appeared in the August, 1943, issue of *DandW* and is intended to sketch some of the more recent warehousing developments at Letterkenny Ordnance Depot under the command of Brig. Gen. H. J. Lawes.

Any introduction to this article should dedicate it to the men and women who came from farms and villages to help out in the war effort. Depot work is not high salaried. The hours are long and the work is hard. Our hats are off especially to women who forsook the easy way of life and pitched in to help the men who forsook the service by furnishing the hands to drive the nails, to do the lifting and complete the packing necessary to send supplies to the front. The rapid expansion of these Ordnance Field Service Depots has

By C. D. PORTER
2nd Lt. Ord. Dept.
Public Relations Officer

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ment which are surplus or totally unserviceable.

This is comparable to the sudden establishment of a huge mail order house at Letterkenny with all of the added complications of a huge rationing and credit bureau, a second-hand business, a junk business, as well as a set-up to rebuild and modify unserviceable, obsolete, and second-hand materials. Add to this the factor that it took place in an area only partially industrial during one of the periods of greatest manpower shortage in one of the eight critical areas in the

ment in a modern division, and intricate guns with their complicated directors and stabilizing, computing, and sighting equipment. The supply division at Letterkenny now has about 200,000 items on which to maintain a stock for ready shipment.

Training Operators

As the depot grew at a tremendous rate it became clear that a supervisory training program was necessary to cope with common problems of job construction, job methods, and job relations. The second phase of the training program is the specialized job training which is now receiving increased attention.

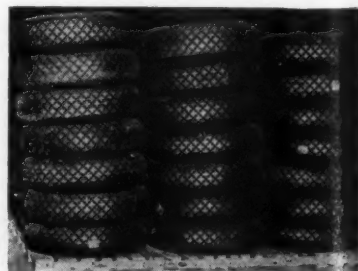
The depot's experience in training women semi-trailer drivers and fork truck operators has been entirely satisfactory. Training fork truck operators in theory and practice has proven to be an important factor in increasing materials handling efficiency.

It is well to emphasize the fact that present training programs must be constant as well as flexible to keep up with new developments. Better ways are constantly introduced to pack, store, palletize, bundle, and ship a given material so that it will store in less space, require less protective packaging, can be handled easier, or can be protected better with resultant savings in delivery costs.

Handling and Storage

A competent staff of specialists in the various fields of materials handling, engineering, packaging and warehousing have been gradually put to work to reduce handling costs, simplify work procedures, and in general insure constant technical advance and conformity to new developments and regulations as in a business organization of comparable size.

Old type storage of 20 in. tires.



Ten roller conveyor packing lines lead into this power conveyor at right angles. The power conveyor leads into a straight roller conveyor line where final actions such as all banding and wire tying, stencilling, marking, weighing and attaching of final shipping papers are accomplished. Note that all the materials necessary for any type of packaging are within arms length of the packer.

completed a vital link in the army's chain of supply.

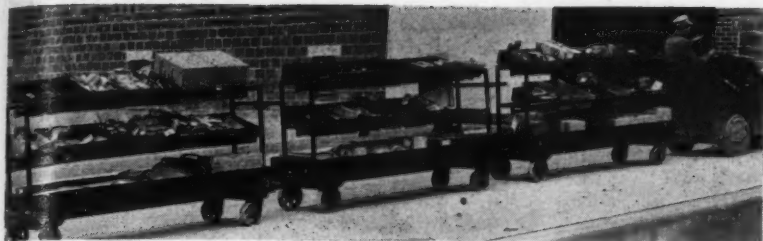
Expansion

During the summer of 1943 Letterkenny's general supply activation has kept pace with gradually increasing responsibilities. Letterkenny has assumed stock control responsibility for all posts, camps and stations within all of the Eastern states. This means a responsibility to assign and distribute needed equipment as well as reclaim or capture any items or equip-

United States. The problem of securing suitable, permanent employees under war-time restrictions and competition for manpower presents a tremendous and continuous problem.

200,000 Items

There is an increased tendency on the part of the army to go all the way in patterning operations and organization after business experience, reasoning and logic. The ordnance supply problem is tremendous because of some 400,000 h.p. of motorized equip-



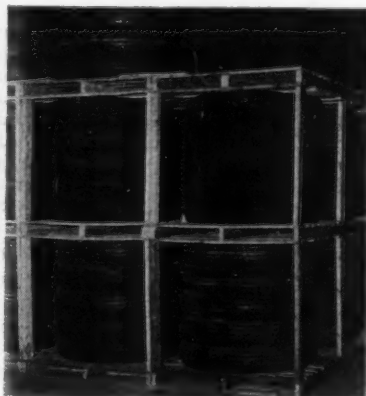
"Tote" trailer trains like this make regular rounds through the bin storage sections of the various car level warehouses picking up or distributing parts which have been selected for shipment.

Large heavy bales of sectionalized tank tracks were originally pried and slid by hand to the door of the car where they were picked up by lift equipment at ground level. This required a large crew and the work was slow and dangerous. After a portable ramp had been designed and put into operation, medium sized gas-operated fork trucks were able to enter the car. On certain types of track the operator was able to insert a single fork into the bale picking it up directly. More recent developments applied to fork truck equipment are a set of tongs which engages any type of tank track bale. Unloaded tracks are placed upon lengths of conveyor and sprayed with an anti-rust compound as they are rolled to the other end where another single fork truck engages them and piles them in a permanent stack thus eliminating a separate application of preservative.

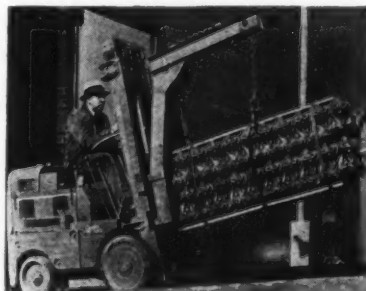
Tire Storage

Tires have demanded special attention at this depot and it takes millions of them to keep a modern army rolling. The tires received are shipped loose in the cars. They were rolled

New method of 20 in. tire storage. Four corner uprights slightly shorter than pile eliminate a more costly rack. The uprights store flat on top of the pallets when not in use. This storage method saved 75 per cent in warehouse space over the old method.



into the warehouse where they were placed in a specially constructed rack holding two columns of tires, or a single column rack in the case of a large tire. These racks will prove to be cumbersome space wasters when tire inventories in certain sizes are reduced by outgoing shipments. Vari-



Tank track pickup equipment is illustrated in conjunction with the use of the portable ramp in unloading and storage of bales of sectionalized tank trucks. These two handling developments on this heavy item have saved many man-hours in the receiving, storage and shipping of these heavy bundles in ground-level warehouses.

ous means of tying supports into the pile of tires were tried. At present, the problem of simple palletization has been solved by using four heavy posts, slightly shorter than the pile of tires, at the outside corners of the pallet. The upper pallet presses on the column of tires and finally rests on the four main posts with the pile of tires adding to the lateral stability.

Tire storage is a specialized problem. The tire must not settle out of shape or deteriorate. It has been found that a tire keeps best in storage when lying on a flat surface on its side. In the case of a tire column, not more than 8 tires, depending upon the size, may be placed in one column without creating distortion. The tires must be turned every six months. Recent building modifications have cut down air circulation and light, two elements speeding tire deterioration.

It is possible that some improved and economical method of bundling tires may be devised which will per-



Automatic box sprayer: bottom of box is stained with a carpet belt which pulls the stain up from a special pan underneath conveyor. Spray in box is continuous with continuous filtered recovery of spray liquid. Boxes are loaded for shipment after passing through sprayer.

mit unit handling of a number at a time by fork trucks and embody all the principles of good tire storage.

Battery storage of the automotive type has engaged the attention of an officer at another depot with automotive engineering experience. Special racks have been designed which permit column storage of eight pallets of batteries in a single section. Arrangements have been made to charge batteries in the same building for there is a natural discharge which demands that the pallets of batteries be removed and serviced every six months. The racks are simple frames banded together and can be taken down quickly to store in a minimum of space.

Protection Factors

What has been mentioned regarding developments holds true in the handling of many other of the 200,000 items now stored at Letterkenny for quick shipment. The subject of cost reduction by packing developments is tied up with and limited by the factor of protection.

Anti-aircraft director units for example, are so delicate that they must be manufactured in air-conditioned dust-free rooms to hitherto undreamed of precision. These instruments, weighing almost a half-ton, must be transported over rough seas and rocky mountain roads, and they may end up at some far tropic island out-post where they are subject to salt spray and beating tropical rains. Unless extreme care is taken in the protection of these instruments they may become useless before they direct a shot at an enemy plane.

It has been found also that automotive parts, such as delicate gears and electrical equipment, unless completely sealed from moisture, often become corroded and rusty before reaching the field. This depot uses special protective compounds developed by ordnance packaging en-

gineers which does not harden or crack under arctic temperatures and does not melt or run under tropical sun.

Ground Level Warehouses

The utilization of ground level type of warehouses in the supply area presented a problem until a portable ramp was designed, heavy enough to hold fork truck equipment with a full load and yet convenient enough to be moved instantly to another warehouse. Even with a portable ramp the ground level warehouse is not as convenient in handling materials from railroad cars as the car level type.

The ground level warehouse possess two operating advantages. Trucks can drive directly into this type of warehouse to the stock pile of the specific material desired. They are also good for wheeled vehicle storage.

Salvage Work

While concerned with the many complicated problems in the Supply Branch relating to parts identification, location, storage, preservation, packing and shipment of some 200,000 parts of intricate war machines, Pennsylvania thrift came to the front in working out salvage routines which resulted in the sale of 150 tons of scrap steel, which, for the most part, was composed of an enormous collection of bits of tying wire, small ends of steel strapping, nails pulled from salvage lumber and countless other small items. Thus, when gathered together, made enough steel to construct three medium size tanks.

Dunnage Lumber

While on the subject of salvage, the set-up in the Ammunition Lumber Yard cannot be over-looked. As a result of a study made of the loading and blocking of many heavy items of ammunition in various sizes of cars, tables of dunnage blocking requirements have been worked out. Very little hand sawing or construction is done by a carpenter who is blocking a car-load shipment of heavy ammunition. The maximum use is made of the latest type of power shop equipment in this manner.

In shipping, the depot naturally uses immense quantities of lumber, but in receiving the heavy items it takes in an amazing amount of dunnage lumber. This incoming dunnage lumber presented a problem requiring thought on effecting economic salvage. At first the cost of lumber salvage approached the actual cost of new lumber. In the blocking of heavy shipments, many heavy nails were used to hold down the shipment. A shaper that was unserviceable for precision operation was converted to the work of nail extraction by the addition of a claw and rest. With this machine it became possible for a woman operator to extract nails

from a piece of lumber at the rate of about one nail a second with the extracted nails dropping automatically into a receptacle. This salvage routine was found to be particularly effective when combined with an operation known as pre-fabrication to eliminate stock piling and double handling.

\$5,000 Saved Weekly

Briefly, pre-fabrication is the construction, by production methods with jigs and power saws of pieces which would otherwise have to be fabricated in the field. Today, the salvage operation saves about \$5,000 of reclaimed lumber a week which flows directly by roller conveyor into the pre-fabrication shop swing saw tables at a fraction of the delivered cost of new lumber. Recently, the Ordnance Department published a little volume entitled, "Tremendous Trifles." By careful attention to tremendous trifles at Letterkenny, the depot is able to save not only materials, but also important labor and transportation.

In the Ammunition Storage Division quantities of steel dunnage have been received recently. Older ammunition storage on wood dunnage is selected for outgoing shipments, while newer storage, which may become permanent is placed on steel dunnage which will not deteriorate in the damp igloo.

Electric Fork Trucks

The approved battery-operated fork truck used for ammunition, presents a special problem in battery charging and servicing. Under most conditions the battery in the truck will operate eight hours without a recharge. Special methods have been developed to change batteries rapidly in the field.

There is always sufficient current to use the truck to service itself. The fresh battery on a special roller hand truck stand is taken by the fork truck from the service truck. The old battery is disconnected and rolled into an empty hand truck stand. The fresh battery stand is wheeled into place and the battery is rolled into the compartment and connected. The entire operation takes about the same time as the servicing of a gas operated fork truck.

Battery-charging will soon be done near the ammunition area at the new service sub-station where a monorail conveyor will carry the heavy battery case to its place in the charging rack.

No Waste Motion

In the operation of the safety fork truck every foot of useless motion is eliminated by effectively placing the transporting trailer or truck. Hard surfaced apron strips have been completed from which fork trucks are used to reach up into the car from track level instead of dock level. The van type semi-trailer with center

conveyor built into the floor is backed parallel with and alongside the freight car in such a way that the fork truck need only turn through 90 deg. after backing away from the car with the bomb, in order to deposit the bomb in the waiting trailer. The lateral travel of the fork truck is reduced to only a few feet. In operation on the dock the fork truck can actually enter the car which makes it possible to pick up the big bombs without making two motions as is done in operating from track level. Care is taken to prevent the safety fork truck from moving against an up-grade because this practice results in the expenditure of unnecessary excessive current.

Packaging and Marking

Considerable work falls upon the depot because of change in packaging specifications. These changes in specifications often mean that an item which has been stored in an unpainted box must have that box painted or stained before being shipped. With the critical shortage in manpower, every effort is made to combine operations where it is possible to do so without a loss in handling efficiency.

This means that wherever possible a painting process is set up on a conveyor line which is being used to load a car, and the painting is done as the box is rolled on the conveyor. It has been found, however, that in some instances the efficiency of the loading operation is impaired in the painting process. A study was made to design equipment which would paint the boxes at a rate which would not impair loading operations and at the same time reduce the cost of such painting. This resulted in the first staining development. The bottom of a box was stained by a continuous roller carpet arrangement which pulled the stain up from a pan underneath the conveyor. By turning the box where a conveyor roller had been removed the roller application of stain has been used to paint all sides of a smooth ammunition box. This type of staining was done in one case on small arms ammunition at the same time it was being palletized on a sling type expendable pallet.

Unit Loads

In this operation 30 boxes of small arms ammunition were banded together to create a unit load of about 1,500 lb. which moved from this depot to the final port of embarkation, to the hold of the vessel, and eventually to a foreign base depot as a single unit.

Cabinet Sprayer

An inventive maintenance officer devised the cabinet sprayer now in use. The cabinet sprayer produced at low cost at this station is basically
(Continued on page 38)

Post-War Distribution Problems Stressed At Management Conference

Attendance of 1200 at New England Sales Management Conference told industry needs more reliable market research, and that there has never been a time in history of business so favorable for complete overhauling of our distribution strategy, tactics and implements.

By C. F. WELLINGTON

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WITH a registration of 800 and an attendance of 1200, the Fifth New England Sales Management Conference, sponsored by the Boston Chamber of Commerce, Jan. 7 and 8, at the Hotel Statler, Boston, Mass., considered various aspects of post-war distribution.

Too Little Research

A. C. Nielsen, president, A. C. Nielsen Co., Chicago, discussing "Your Marketing in the Days Ahead," said: "Although the great value of instruments of control for guiding many industrial operations and for flying modern airplanes has been proved beyond question, it is a surprising fact that American industry spends only one per cent of its income for research, and only about half of one per cent for 'marketing' research which, in effect, provides the instruments needed for guiding the intricate and vital marketing operations of industry.

"These marketing operations need reliable guidance because they are intangible, far-flung, vital to the ultimate welfare of the country, because of their effect on the cost of distribution and, hence, on the standard of living. They are necessary to the welfare of large corporations, because the post-war period will involve unusually keen competition for markets, and the efficiency of this marketing may actually determine the life or death of many a business institution."

Post-War Planning

"There are three stages of post-war planning for distribution management, no one of which can be neglected if a thorough job is to be done," Arthur H. Hood, director, Dealer Relations, Johns-Manville Corp., New York City, declared. "They are the subjective, the objective and the cooperative.

"Subjective planning always has been done by business and sales management throughout the history of successful American enterprise. But this is not enough, in the face of the unusual conditions likely in the post-war period."

Mr. Hood cited unanswered questions, including disposal of war sur-

pluses, utilization of government-owned plants, dismissal wages and other demobilization policies, unemployment compensation, new Social Security measures, taxation and fiscal policies, price controls, allocation of raw materials, tariff policies, and, above all, public confidence, or lack of it, in post-war enterprise. "All of these," he said, "condition and control any subjective planning management may do today.

Objective Planning

"One way for distribution management to do objective planning," he said, "is to study and develop techniques for controlling the distribution of products from factory to consumer. This does not necessarily involve consumer selling," said Mr. Hood. "The development of packaging, the identification and trade-marking of packages, package-brand advertising to the consumer, and wholesale and retail franchises which direct the practices to be used at the point of sale

Changing Distribution

THERE has never been a time in the history of business so favorable to a complete overhauling of our distribution strategy, tactics and implements. Inventories are, or shortly will be, at all-time lows. We can wipe the distribution slate clean and chart a more efficient structure from point of sales and consumption back to the factory.

We have both the time and the opportunity to make indicated changes and adjustments in our distribution structures with a minimum of friction and difficulty and to plan and act with utmost care.

These complicated problems make a new stage of planning necessary, namely, cooperative planning. In our modern, completely interdependent economy we must cooperate if the wheels of free enterprise are to move even for one day.—Arthur H. Hood, director, Dealer Relations, Johns-Manville Corp., New York.

to the consumer, are some of the techniques involved."

The Vicious Cycle

Discussing "the miracle of war production, followed, historically, by a debacle of depression proportionate to the size of the war effort," he said, "the formula is simple: comes war, then in succession, increased production efficiency, dammed up consumer demand, inventory depletions, peace, a tremendous production spurt, satisfied demand, accumulating unsold inventories, shut downs, unemployment, depression, and, sooner or later, another war starts a new cycle. The breaking up of that cycle is the real problem ahead of us.

"We must apply engineering principles in a two-way flow: (1) the propulsion of the products of the factory into consumption, and (2) the bringing of effective consumer demand back into the factory in terms of productive employment.

Logistics of Peace and War

"In contrast to the logistics of wartime distribution, which start with the factory and work to the point of combat, the logistics of peacetime consumption start with the consumer and work back to the factory.

"Production men and distribution men alike must integrate objective post-war planning around the principle that production and consumption are the roots and branches of the same tree. The time has passed," said Mr. Hood, "when a manufacturer can consider his products sold when they are on the shelves of wholesalers or retailers. It is the job of the distribution engineer to prevent accumulating unsold inventories at any point in the chain from factory to consumer."

Time to Overhaul

"Fortunately," continued Mr. Hood, "there has never been a time in the history of business so favorable to a complete overhauling of our distribution strategy, tactics and implements. Inventories are, or shortly will be, at all time lows. We can wipe the distribution slate clean and chart a more efficient structure from point of sales and consumption back to the factory.

"We have both the time and the opportunity to make indicated changes and adjustments in our distribution structures, with a minimum of friction and difficulty and to plan and act with utmost care. These complicated problems make a third stage of planning necessary, namely: cooperative planning.

"In our modern, completely interdependent economy we must cooperate if the wheels of free enterprise are to move even for one day."

Buyers' Market

William M. Robbins, president, General Foods Sales Co., Inc., New York, predicted a large volume of advertising in the post-war era and many jobs for salesmen. In his opinion no drastic changes in our economy or distribution system are in the offing, but he urged business leaders to prepare for a great shift from a seller's to a buyer's market.

Distribution Major Problem

Harry C. Anderson, president, National Federation of Sales Executives, and general manager, Globe-Wernicke Co., Cincinnati, O., declared that the major post-war problem would be distribution. "In a world at war," he said, "salesmen may be in the second line; but in a world at peace, anyone connected with distribution is going to be in the front line. That is a ringing challenge that calls for belief in our work, for confidence, for understanding."

Education

David R. Osborne, president, National Society of Sales Training Executives, and training director, Stude-

More Research Needed

ALTHOUGH the great value of instruments of control for guiding many industrial operations and for flying modern airplanes has been proved beyond question, it is a surprising fact that American industry spends only one per cent of its income for research, and only about one-half of one per cent for marketing research, which, in effect, provides the instruments needed for guiding the intricate and vital marketing operations of industry.

Marketing operations need reliable guidance because they are intangible, far-flung, vital to the ultimate welfare of the country, because of their effect on the cost of distribution and hence on the standard of living.

They are necessary to the welfare of large corporations, because the post-war period will involve unusually keen competition for markets, and the efficiency of this marketing may actually determine the life or death of many a business institution.—A. C. Nielsen, president, A. C. Nielsen Co., Chicago.

baker Corp., stated that "there is every reason to believe that applying the same urgent pressure to the development of sales personnel can do as much towards modifying the post-war emergencies of distribution as the training of factory workers has been doing towards making our miracles of production possible; and as our Army and Navy training is doing towards increasing efficiency and reducing casualties among men of the fighting service.

Scarcities

"High purchasing power, combined with scarcity of merchandise, seem to have caused only temporary irri-

tation. But they have brought about a condition where indifference and ineptitude of sales people and even active discourtesy, apparently, has begun to be taken almost for granted. Certainly, it hasn't prevented either merchants or consumers from buying just about anything that was offered. The only questions that most of us have been asking are, 'Can I get the goods?' and, in rationed lines, 'Have I got enough points?'

"But this is such bad preparation for post-war selling that, throughout the whole chain of distribution, industry had better be thinking and acting now to bring about the reconversion of plants and people.

East Coast Distribution Centered at Baltimore

The Baltimore organization of Butler Brothers has taken over distribution for the entire Atlantic Coast. As a result of this action, which became effective the first of the year, Baltimore will increase its importance as a merchandising center, according to D. L. Peterson, local regional director for the company.

The United States Navy has taken over the New York plant of Butler Brothers located at Jersey City, thus making it necessary to shift all activities of that center to Baltimore.

This means that the company's New England territory will now be served from Baltimore, extending the selling area of the Baltimore house along the Atlantic seaboard from the Canadian border to the tip of Florida.

According to Mr. Peterson, the New Jersey plant employed about 700 people and only a few of these including key employees, will move to Baltimore, because of the difficulty in obtaining adequate housing facilities there. As a consequence, several hundred new workers will be needed locally.

E. H. Niehaus, Butler Brothers' branch manager at New York, has been transferred to Baltimore to become the company's branch manager there. N. W. Diehl, former Baltimore branch manager, has returned to the company's headquarters at Chicago to take over the newly created post of manager of methods research and standard procedures. (Ignace)

Firm Changes Name

The Gerrard Company, Inc., 2915 West 47th St., Chicago, Ill., ("The Tie That Binds") is now known as Gerrard Steel Strapping Co., the better to identify the organization with the product it manufactures and distributes. This company, 25 years in the business of manufacturing steel strapping machines, both hand-operated and semi-automatic for hundreds of different shipping uses, is well known in the strapping reinforcement field.

What's Ahead in Distribution?

GOVERNMENT competition against private ownership in the industrial field is envisioned as a post-war possibility by Howard E. Blood, president, Norge Division, Borg-Warner Corp., Detroit. Speaking recently before the Chicago Federated Advertising Clubs on the subject "What's Ahead in Distribution?", Mr. Blood asserted that to prevent such competition closer correlation must be established between the distribution and production departments of industry.

"By what methods and through what channels should our goods be distributed so that they will be available to the greatest number of people at the lowest possible price?

"That is a question concerning which production management will turn to distribution management for an answer. If distri-

bution management fails to answer in terms of production requirements which must provide relatively full employment for manufacturing employees, then the imperious demand of a politically powerful segment of the American people might force government to step in and direct industrial operations under the illusion that government ownership or control would provide work for all who want it."

Mr. Blood urged industrial management to investigate distribution policies, plans and operating possibilities with a view to fitting them into the post-war picture, and to train marketing personnel for the "intensive competition that lies ahead." He also warned against hasty liquidation of government-owned stocks of goods, pointing out that it might swamp civilian markets and disorganize industry "for a long period." (Slawson.)

Greater Use of Steel Strapping Held Likely In Post-War Shipping and Handling

The increasing use of steel strapping for protecting shipments is one of the outstanding developments of the war. Packing and reinforcing war materials have taught shippers many lessons likely to be reflected in post-war practices.

PACKING and reinforcing war materials have taught shippers many lessons which will be reflected in post-war shipping. Flat steel bands have been outstanding in demonstrating their value in helping to get vital war products overseas to the fighting fronts in good order. Civilian products are being moved from factory to receiver in a minimum of shipping space, and steel straps are providing one of the most satisfactory methods that makes this possible.

Combines, for harvesting Victory crops are loaded and shipped eight to a flat car, as shown in one of the accompanying illustrations. Flat steel bands made it possible to move this valuable machinery safely in a minimum of shipping space. Visualize this shipment loaded horizontally instead of the oblique manner now in use. Is it probable, steel strapping men ask, that this farm machinery builder will want to change his bracing method after the war?

A well known manufacturer of army prime movers ships these tough army trucks to the fighting fronts in KD fashion as shown in the illustration herewith. Chassis, engine and other sections are strapped to a wooden base which serves as the bottom of the finished crate.

Likewise, the method for shipping floor trucks gives maximum compactness. Note the complete absence of crating material. The shipper merely

tensions a few steel bands around the trucks, seals the band ends and the shipment is "Bound to Get There."

Thought provoking also is the increasing shipment of freight by plane and glider. Flat steel bands today are being used on planes to brace air cargo. One of the accompanying pictures shows the glider "Voo-Doo" before its take-off on the first, and record breaking, Canada to England flight last July. Note the steelstrapped container in the right foreground.

Shipping army trucks such as shown here to overseas destinations presented a packing and reinforcing problem. But when chassis, engine and other sections were knocked down and strapped to a wooden base the problem was simplified and easily handled as shown below.

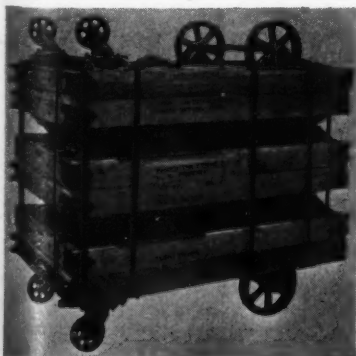
All photos courtesy Acme Steel Co.

A producer of shower stalls used in war housing projects recently wrote to the Acme Steel Co., Chicago, Ill., one of the leading steel strap manufacturers as follows: "You will be interested in knowing we use your steel-strapping tools to very great advantage. Not only are our heavy cartons safely and securely bound but our crating cost have been appreciably reduced."

The increasing use of steel strap—
(Continued on page 55)



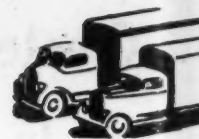
These six floor trucks are easily handled as one unit when steel-strapped. Moreover, no other reinforcing or bracing material is needed.



The glider "Voo-Doo" carried steel-strapped shipping cases on its record breaking flight from Canada to England last year. Steel strapping is also being used successfully for bracing air cargo both on army and commercial transport planes.



Motor Cargo ...



WPB Issues '44 Production Order For 1,000,000 Trucks and Trailers

The War Production Board has issued a formal order providing for the production of more than 1,000,000 trucks and truck trailers for military and civilian use during 1944.

A direct result of this order, however, is the prohibition of manufacture of trucks, truck trailers, or other vehicles unless specifically authorized, but authorizations have already been issued by WPB establishing production schedules for the year.

Terms of the order provide that production and shipment of these vehicles must be made without regard to preference ratings or directions of any governmental agency other than WPB. These schedules will be reviewed monthly and revised when necessary.

In order to secure production on time of various components going into trucks and trailers and other products using automotive type components, the order provides that WPB, as the necessity arises, will issue specific directions to suppliers of components which will fit the timing of their production into the schedules for the end products. The components covered by the order are axles, clutches, brakes, propeller shafts, rims, transfer cases, transmissions and wheels. Other components may be added to the list if required. Before any such directions are issued to suppliers of components, a thorough consultation will be had with them to ascertain the effect of the proposed production upon other important programs at their plants.

No producer or supplier will be permitted, except when authorized by WPB, to accept an order for any product, the production of which will delay or interfere with his "frozen" schedule under the order, nor may any producer or supplier place an order with another supplier for a total quantity of any component in excess of his actual requirements.

A large part of the work in preparing component schedules will be done at the Tank and Automotive Center of the Ordnance Department, Union Guardian Building, Detroit, but the schedules, themselves, will be issued from the Automotive Division of WPB in Washington.

Statistics

The Virginia Highway Users conference has offered the following statistics on the number of trucks in service in various classifications: for-hire, 684,000; private, intercity, 504,000; farm, 1,000,000; and all other private, 2,682,000.

"Automotive Industries" estimates as of Dec. 31, 1943, that the number of motor trucks totaled 4,553,198 as compared with 4,730,000, Dec. 31, 1942, a decrease of 3.7 per cent.

Rules Tightened On Hire Vehicles

Operators of "for hire" commercial vehicles seeking ODT authority either to institute a new service or to extend present operations must first get approval of the interested regulatory bodies, ODT ruled last month.

This is in line with ODT's announced requirements that applications for extensions of operations must first have been cleared by State or municipal authorities.

Truck Hijacking Reported on Increase —Several Areas Employ Convoy System

A warning that the black market situation may cause serious increases in motor truck hijacking and that the pirating of merchandise in transit may leap the gap from unorganized to organized gang hijacking has been sounded by the cartage theft committee of the Chicago Assn. of Commerce.

In a statement urging Chicago shippers, freight receivers and motor carriers to take more stringent precautions in protecting their shipments, the association declared, "there is more dire threat at the moment and in the coming months than for a decade that crime in the hijacking field may increase." That this has not happened already, it added, is due to the fact that in their techniques, equipment and coordinated organization, the anti-hijacking details of city, county and state police forces, as well as the FBI and the internal security division of the War Department, have never been better prepared to combat

Court Upholds ICC On Carrier Mergers

The Supreme Court has ruled that the Interstate Commerce Commission is not required to measure proposals for consolidations of rail or of motor carriers by the standards of the anti-trust laws.

The commission, Justice Rutledge's opinion said, must evaluate the effects of curtailed competition resulting from such mergers and balance them against the advantages of improved service and similar factors to determine whether the consolidations would bulwark the over-all transportation policy. The task is complex, the court said, and Congress left it to the "wisdom and experience" of the commission, not to the courts.

The ruling upheld the ICC's approval of a merger of motor carriers on the East Coast into what the Department of Agriculture described as the largest truck carrier system in the nation. The department and other opponents of the merger asserted it would wipe out "substantial competition" and leave the new company, Associated Transport, Inc., of New York City, without a single competitor along the seaboard.

this type of crime than at present. The network of highways on which special protective measures have been taken by the police to halt hijacking has now been extended to include the entire state of Illinois.

Several new cautions are voiced by the association in its latest statement to shippers. They are, that all new employees be forced to show their selective service cards; that parked trucks and trailers be left in conspicuous locations where they can be readily watched by trusted employees and the police; that the police be notified whenever suspicious cars appear to be trailing trucks in transit; and that shippers beware of "phony" pickup men or other strangers at truck transfer points.

State, county and city police in Maryland, Delaware, New Jersey and Pennsylvania now are escorting truck convoys carrying liquor, cigarettes and other valuable cargoes in an effort to combat hijacking.

(Continued on page 34)

Down to the Sea in AUTOCARS!

Autocar Trucks on the home front, like Autocar Trucks at the fighting fronts, are doing heavy-duty work. Here, for example, California's Bigge Drayage Company hauls a 60-ton hull section of a prefabricated warship for Henry J. Kaiser. The truck and trailer assembly is 105 feet long. The hull section is 26½ feet high. And as the 38-wheeled combination moves along eight miles of city streets, telephone and electric-railway wires must be raised to let it pass. . . . In war or peace, Autocar is a famous name for heavy-duty work.

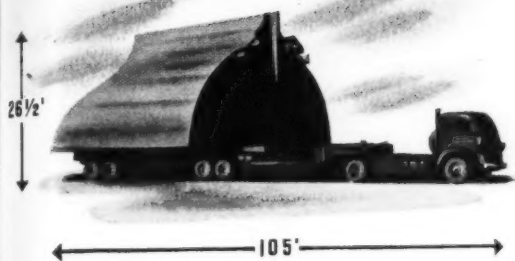
AUTOCAR

MANUFACTURED IN ARDMORE, PA.

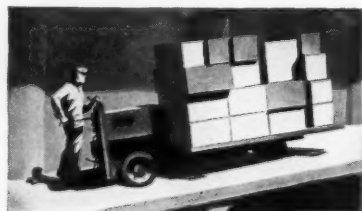
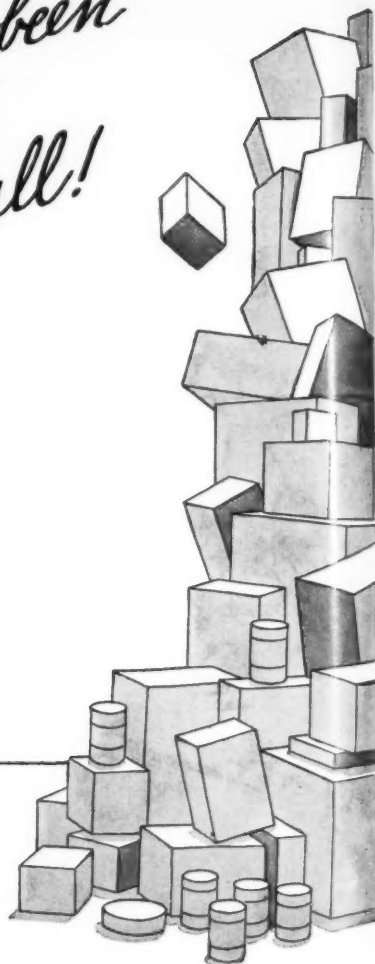
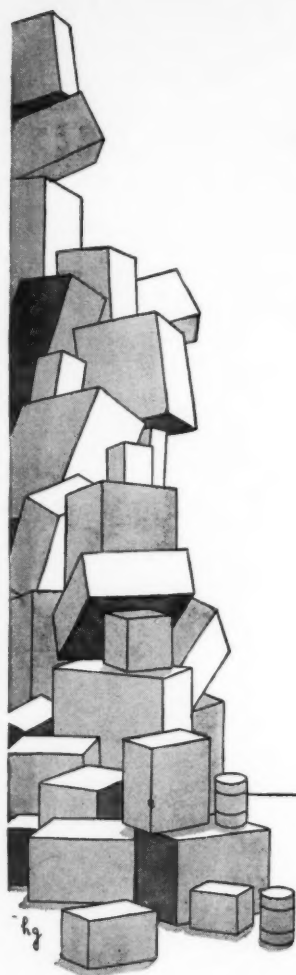
SERVICED BY FACTORY BRANCHES FROM COAST TO COAST



BUY WAR BONDS
and keep the
Bonds You Buy!



*This could have been
the greatest
bottleneck of all!*



Materials-handling is no longer a mere matter of "carry and dump" but, an efficient modernized streamlined system . . . contributing heavily to the sharp increase in industrial production. In War Industries and Civilian Production the battle of producing has developed into a "war of movement."

Right in the vanguard of this movement are those fast-moving, powerful, battery-powered electric industrial trucks . . . driven by sturdy Exide-Ironclads. Faster loading, un-

loading, and load shifting can now be done with less waste of manpower. Women can handle jobs that called for husky men under the old procedure. Exides have long been known for their dependability, durability, and ease of maintenance . . . and by helping to shorten the training periods of new workers . . . saving materials through long life . . . they are doing a big job and doing it well.

THE ELECTRIC STORAGE BATTERY COMPANY
Philadelphia 32

Exide Batteries of Canada, Limited, Toronto



Exide
IRONCLAD
BATTERIES

THREE VITAL POINTS OF SUPERIORITY OFFERED BY EXIDE-IRONCLAD BATTERIES

- **MORE POWER, MORE PRODUCTION:**
An Exide-Ironclad delivers its power at uniform voltage to assure constant hauling speeds. There is always a giant surge in reserve when an Exide powers your battery propelled vehicles.
- **LONG LIFE SAVES MATERIALS:**
Every Exide is built to last, and saves vital materials by squeezing the last ounce of use out of the materials in it. When you buy an Exide, you definitely . . . Buy to Last and Save to Win.
- **EASY MAINTENANCE, SAVES LABOR:**
Exides are kept charged by the simplest method ever devised. With the Exide Charge Control Unit all you do is connect battery to the charging source and turn a knob.

DELIVERIES Despite wartime conditions, we are quite sure that we can make deliveries to meet your requirements.

Use of Assembly Line Conveyor System Saves \$12,150 at QM Depot

Special job of packing and shipping 1150 cases of books by Jersey City QM Depot led to development of the "Shortt assembly line system," greater efficiency and substantial savings in dollars and man hours.

WORKERS on the combined gravity and power assembly-line conveyor at Jersey City Quartermaster Depot consider themselves the "Queen Bees" of this vast beehive of activity. Col. George F. Spann, Q.M.C., Commanding Officer, says that the use of this system will save thousands of man hours. Developed by Capt. G. O. Shortt, Q.M.C., chief of the Depot's Storage Division, this combination conveyor system can handle a number of different operations at one time.

Measuring 90 ft. in length, the power conveyor, centrally located in the packing room, accommodates inspection jobs and repackings as well as original assemblies. Attached to the main power line are 19 gravity roller sections, pivoted to wing parallel the "live" roll if necessary. When swung into the "live" roll, the gravity sections, added to the power line, form a conveyor belt measuring almost 6 ft. across. Employees work along the sides of this expanded belt, using the gravity sections as work tables. In this way, boxes can be opened, then shoved on to the power line to be carried to workers further down the line for examination, final repacking, weighing and loading.

Perhaps the most interesting operation is the spider-like use of the combined gravity and power systems. This method of operation provided a tremendous saving in a recent book packing operation. The Jersey City QM Depot was charged with purchasing and shipping 1,150 cases of books made up from a variety of 500 titles ranging from a music lover's handbook to a political and cultural history of modern Europe. When the assembly job was contemplated by Capt. Shortt, it was decided to send out bids to commercial contractors. One look at the figure of \$14,000 which was quoted was enough to settle the matter. Plans were made to do the job at the depot.

Some of the workers assigned to the task were part of the "Junior Commando" force of high school students on holiday vacations. At the beginning of the line, cases were set up on the gravity rollers and swung on to the power line after the waterproof-paper liner was inserted. Two work-

For the Last Time

For the last time, we regret that circumstances beyond our control prevent us from publishing the current installment of "A Modern Manual of Materials Handling Equipment" by Matthew W. Potts. Mr. Potts' copy is in type, but the illustrations have not been made because the artist, Harry Johnson, has been seriously sick with influenza. However, the next installment of Mr. Potts' "Manual" will appear, definitely, in our March issue.—The Editor.

ers were assigned to each "feed" section to handle definite titles, each to be inserted in a certain position. As many as four workers could be utilized on each "feed" if necessary.

A sample case was first made of the 100 books to be packed; sizes and compactness of fit were watched carefully. Lists were then made assigning six books to a station in the order in which they were to be placed. The first shelf contained 36 books which required six stations to complete it. Books assigned to the second and third shelves were added in the same way, completing work as far as station 17.

At the last two stations, packing lists were inserted and water-proof paper liners were folded in place. At the end of the line, on gravity rollers again, the top was nailed and screwed tight in place. The compact, completed unit was sturdy enough to withstand rough handling, yet attractive enough so that the case, with the top removed, might be used for a bookcase. When the job was finished and costs compiled, it was found that the overall operation was accomplished for \$1850; representing a saving of \$12,150 over the commercial quotation.

"There is no reason," says Capt. Shortt, "why this tremendous saving cannot be accomplished on hundreds of different types of jobs through using the combined gravity-power conveyor."

A curved gravity roller connects the power conveyor with an additional straight conveyor line. The entire layout, resembling a huge L, provides additional room for workers, especially for strapping and nailing. Since it has been found necessary to use the power line in some instances for nailing jobs, it was decided to construct this particular conveyor table with the bolt underneath the rollers to avoid any damage to the conveyor belt. In

(Continued on page 104)

BIRD'S EYE VIEW of entire system. The 19 feed sections permit as many as 76 packers to be employed simultaneously. Up to four can be stationed at each feeder position.

U.S. Army Signal Corps Photo.



Waterways and Terminals...



Port Authorities' Power Over Rates Hampered by Supreme Court Decision

SAN FRANCISCO—The Supreme Court of the United States has ruled that harbors engaged in foreign trade, whether state or municipally operated, are subject to control by the U. S. Maritime Commission. The decision, in which the Court split five-to-four, was delivered by Mr. Justice Frankfurter and made public Jan. 3. It marks the end of a two-year battle against the Commission waged by the ports of the San Francisco Eastbay region following a Commission order prescribing a schedule of demurrage and storage charges for harbors in this area. The new rates were imposed after the commission found, at the end of extensive hearings, that regulations and rates in handling of traffic here were "an unreasonable violation of federal shipping laws." Discrepancies and favoritism were charged or implied.

The case went through the lower courts, was finally taken to the Supreme Court, as the ports of San Francisco and Oakland contested the right of the USMC to regulate their demurrage and storage charges, free time allowances on wharves, and similar matters.

Eastbay port authorities, it is said, will contest the Supreme Court decision and ask for a re-hearing.

The case is history-making and of national significance because of the precedents involved. Waterfront spokesmen in San Francisco and Oakland say that in effect the decision just rendered means the public ports of the United States, whether state,

municipally, or privately owned, have lost their right to establish rates and operating regulations. They claim that every important harbor in the country, as a result of the ruling, is subject to USMC supervision. This, it is believed, includes not only state and municipally owned ports, but privately owned facilities as well, such as the Encinal and Howard Terminals on the Oakland Estuary (named in the original commission ruling on rates).

Executives of the Board of State Harbor Commissioners which operates the harbor of San Francisco, and officials of the Port of Oakland, are debating the next step to be taken towards maintenance of their independence.

State Harbor Commissioners have upheld the view that to impose federal control on San Francisco Harbor would be a violation of State's rights, since this port is State property. The Port of Oakland contends that the federal government has no control over municipal leases.

The idea that this is a wartime measure is erroneous. Eastbay waterfront authorities point out, as the principle established by the Supreme Court decision will be operative as long as the USMC functions under existing statute; to alter it would require sweeping revision of the statutes, in the opinion of local shipping men.

The four dissenters to the Court's decision were Justices Black, Roberts, Douglas, and Murphy, who asserted

that the order was a "thinly veiled attempt" to cloak a rate under the guise of a regulation. Local waterfront men say all harbor authorities in the nation must take cognizance of this new decision. (Gidlow)

Monongahela River Dam Seen as Navigation Aid

Navigation on the Monongahela River below McKeesport, Pa., toward Pittsburgh will benefit by the huge \$9,000,000 Youghiogheny Dam recently completed at Confluence, Pa. The dam cost \$9,000,000: \$4,500,000 for construction, the rest for the land; will back up the water for 17 miles. (Leffingwell)

ODT Extends Control Over Freight at Ports

To prevent traffic congestion, the Office of Defense Transportation has broadened its control over export, coastwise and intercoastal freight held at port areas and established a control over import freight held in such areas.

The action took the form of an order (General Order ODT 12A), effective Jan. 5, and supersedes General Order ODT 12, which established a control only over export, coastwise or intercoastal freight in the possession of a rail carrier.

Under the terms of the new order, the director of ODT's Division of Railway Transport is authorized to order the removal from a port area in the continental United States, of any freight which has moved by ocean vessel to a port area, or which is intended for movement by ocean vessel from a port area, if he deems such

(Continued on page 56)

DOING BUSINESS IN CLEVELAND 33 YEARS

**CLEVELAND
STEVEDORE
COMPANY**

Equipped for Tough Jobs in the Cleveland Area for Stevedoring and Warehousing

In Cleveland—two lake front warehouses (Docks 20 and 22) each with 20-car spotting capacity, together with water depth for large Lake steamers. Truck platforms. Floor loads unlimited. Served by PRR. Inland Warehouses—Juniata, Kinsman, and

Consolidated. All fireproof. PRR siding at Juniata. NYC private siding at Kinsman and Consolidated.

Water — Rail — Truck

Warehousing — Handling — Stevedoring

Five warehouses are ready to help you with your tough jobs. Equipped with 4 locomotive cranes. With buckets and magnets for handling heavy steel or bulk commodities. Other mechanical equipment for handling merchandise.

DOCK 22, Foot of W. 9th Street

CLEVELAND, OHIO

Railroads Returned to Owners

GOVERNMENT operation of the nation's railroads was terminated at midnight Jan. 18, when Secretary of War Stimson returned the lines to their owners after President Roosevelt had announced final settlement of wage controversies.

The Government took charge of the railroads Dec. 27, 1943, to prevent a railroad strike.

The final agreement in the wage dispute was reached between the Carriers Conference Committee and the 15 non-operating unions. The operating brotherhoods and the roads had previously come to terms. Total wage increases obtained by the non-operating unions were reported to range from 9c. to 11c. an hour, while operating workers received a flat 5c. an hour increase.

The Economy of Traffic Management

No. 2—What Cooperation Between Accounting and Traffic Departments Can Accomplish

"Business does not give proper weight to transportation costs, largely because of current methods of accounting. Regardless of the merits of the accounting policy of including transportation as part of the cost of goods purchased, produced, or marketed, the significant fact remains that such procedure tends to obliterate transportation as a major cost factor."

IN the December issue of D and W, we discussed the matter of cooperation between the executive department and a traffic department. Following this same line of thought we now refer to the finance department in its relation to a traffic department.

The industrial executive will obtain the real benefits of a traffic department when he realizes that traffic administration is "on all fours" with the interests of each of his other departments, including the finance department.

In a report covering a survey of traffic department activities, the United States department of Commerce made the following statement concerning the finance department of an industry:

Value of Traffic Department

"A well organized business is recognized as a safe one in which to invest money. A well managed concern is usually prosperous. When it is necessary to secure a bank loan or new capital by the sale of stocks and bonds, it is easier for concerns having well established traffic departments to finance themselves than for companies without traffic administration. . . . Traffic departments that are able to protect their concern's competitive position, avoid claims and losses, secure necessary rate and tariff adjustments and privileges, and in other ways prevent waste, quite naturally are able to make it easier for the treasurer when it comes to financing.

"Different concerns report their traffic departments cooperating with their comptrollers or treasurers in the preparation of budgets covering expenditures in the average industry. Budgets are not particularly useful when such a large proportion of expenditures is 'guessed at.' Only a specialist devoting all his attention to transportation matters can advise with any degree of accuracy what the transportation costs of a business will be for a coming period. A traffic

executive is necessary for this cooperative service."

Economies Obtainable

The Department of Commerce also found that the finance department cooperating with a traffic department obtained economies in insurance, surety bonds, credits and collections, as well as in matters encompassed within accounting department work.

Whether or not a company maintains a distinct department of finance, at least it has an accounting department embracing finance. Here, also, cooperation with a traffic department pays dividends.

Frequently the manufacturing executive will inquire: "Why is our distribution cost so high?" The work of assembling the facts to answer this question is usually assigned to the accounting department. But is the accounting department always equipped to furnish the facts? Many times it is not in a position to do so.

"Transportation Expense"

While "distribution cost" may seem interchangeable with "transportation expenses," the latter actually includes "distribution cost" and much more. There are three major accounts making "transportation expense" although this fact is generally ignored, and this is one of the reasons why so many executives overlook the importance of the place of a traffic department in the business structure.

The three major accounts mentioned above are: (1) freight inward—the cost of transportation of all incoming materials used by the company in the conduct of the business; (2) intra-company traffic—the cost of moving materials and goods in process on the manufacturing company's premises; (3) distribution cost—the cost of moving all material from the time it becomes finished goods, on to the consuming point. The total of all three is "transportation expense." In other words, such costs as inbound freight, receiving, materials handling,



By HENRY G. ELWELL
Traffic Consultant

This is the second of six articles by Mr. Elwell, D and W's traffic consultant and president of Elwell, Philips & Co., Inc., Elizabeth, N. J.

Mr. Elwell is singularly well qualified to discuss the economy of traffic management in relation to other functions of manufacturing and marketing because of his special training and long practical experience as a traffic manager, transportation expert and marketing counsellor.

As president of Elwell, Philips & Co., Inc., he is traffic manager for a number of manufacturers, and other shippers, with plants situated in various sections of the United States. He was formerly traffic director of the Elizabeth Chamber of Commerce, resigning from that post in 1928 to give full time to his present activities.

Mr. Elwell is a practitioner before the ICC and the U. S. Maritime Commission, and is a member of the Assn. of Interstate Commerce Commission Practitioners.

In addition, he is a member of the Mfrs.' Assn. of New Jersey, the Traffic Club of Newark, N. J., the Rotary Club of Elizabeth, the Elizabeth Chamber of Commerce of which he is chairman of the Traffic Committee, and the Industrial Traffic Committee of the New Jersey State Chamber of Commerce of which he is vice-chairman.

Among non-traffic organizations he is a member of the New Jersey Society of the Sons of the American Revolution, the New Jersey Society of the Founders and Patriots of America, of which he is a governor, and the New England Genealogical Historical Society.

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storing, warehousing, shipping, and outbound freight are essential parts of a true statement of transportation expense. And a true statement is necessary as a basis from which to start where it is desired to reduce transportation expense, which includes cost of distribution.

(Continued on page 44)

Cold Storage...



Future of Perishable Food Industry International in Scope, Birdseye Says

Canada, which has gained fame as one of the world's important granaries, will play an increasing important role in the future in supplying perishable foods to the international market, Clarence Birdseye, consultant, General Foods Corp. and Frost Foods Sales Corp., declared recently in an address on "Food Product New Forms," at Montreal.

Due to the tremendous technological advances in the preparation and preservation of perishable foods, such as quick freezing and dehydration, "the perishable food industry of the future will be truly international in scope," Mr. Birdseye said.

"Those countries with great undeveloped agricultural resources, regardless of their distances from humanity's main centres of population," he continued, "will produce immense quantities of crops at costs very much lower than now seem possible. Canada will be one of those producing countries.

"Warehousing facilities obviously will have to be increased all over the world to an extent which few of us have visualized. Most of these warehouses will be refrigerated and will provide both cool-storage and sub-zero temperatures.

"Quick-freezing has already given tremendous impetus to the development of better railroad refrigerator cars both in Canada and the United States. In the post-war period this trend will be accelerated, for a constantly increasing percentage of all perishables will be shipped at low temperatures. Lighter materials will be used in car construction. Better axles will increase speeds. More uniform temperatures will be maintained throughout the run, no matter how long it may be or how varied the outside temperatures through which the car may pass.

"The use of refrigerated trucks for transporting both fresh and frozen perishables will increase by leaps and bounds; and truck and rail transportation of perishables will continue to compete, to the great advantage of both.

"Refrigerated ocean transport will soon become a serious bottleneck, no matter how much of a surplus of ordinary unrefrigerated bottoms there may be at the close of the war.

"Air transport probably will not move large quantities of either fresh or preserved perishable foods in the

post-war era. It is distinctly possible, however, that certain perishable ripe fruits may be brought by air from distant tropical growing areas to our principal cities. Such fruits, protectively wrapped, would remain in excellent condition long enough to reach the public through a limited number of relatively expensive retail stores. It is interesting, in this connection, that United States patent protection has recently been sought for a process for simultaneously transporting and quick-freezing packaged perishables while being flown through the extremely low temperatures of the sub-stratosphere.

"Financial aid will be required for the rapid growth of the perishable food processing business and for its associated industries. Some of these investments can be of the conservative type, for they will be used to expand the production of well-known products by proven processes. But much venture capital will be needed to finance the development of new processes and equipment, to sell dehydrated and other new types of food to the general public, and to bring about the huge expansion in refrigeration facilities which is sure to be called for in many countries after they have recovered somewhat from the shocks and stresses of the present war." (Carmichael)

Portable Cold Storage Plants Tested By Army

In cold storage circles in San Francisco an interesting device is being discussed. It is described as a portable miniature cold storage plant, whose object is to protect foods shipped on slow steamers to tropical countries.

A test trip with one of the miniature cold storage plants was recently completed. The belief is, that the device may be used for Army shipments. The principle is: insulated containers with a capacity of 50 cu. ft. each; temperature is controlled by means of a thermostat inside the container.

On the test trip a recording device indicated that temperature varied only two degrees during the voyage. The ship's generator supplied electricity for the "plant" while portable generators kept the cooler going in port. Installations are already being made it is said in connection with inter-Allied shipments. (Gidlow)

Seattle To Build Refrigerator Barges

A Government order for construction of nine large refrigerator barges is anticipated by the Port Angeles yards of the Olympic Shipbuilders, according to a report from Seattle, Wash., which adds that recommendations and specifications for the barges have been approved. (Gidlow)

Weekly Sailings of Refrigeration Ships From West Coast Ports Planned by United

The American Merchant Marine after the war should plan for a weekly service of refrigerator ships to transport West Coast produce to European markets, according to Wm K. Jackson, vice-president and general counsel, United Fruit Co. Mr. Jackson expressed this belief recently in the course of a talk to shipping men at the Commercial Club in San Francisco. Such a service "will enable fruit growers of the West Coast to ship their produce to Europe on regular, scheduled sailings," he said. "Before the war this service was rendered wholly by foreign flag vessels and on an irregular schedule."

Shortly after making this statement, Mr. Jackson surprised shipping circles by announcing that his own company planned to establish such a service, possibly even before the end

of the war. The United Fruit Co., he said, definitely plans to send new refrigerated ships weekly direct to Great Britain and Continental Europe. Ships for this projected service are already under construction for the company.

Six new 18-knot refrigerator ships are already being built, and three more are projected. The service probably will be rounded out by ships returned to the company by the Government after the war. "This will enable the fruit growers of the West Coast to ship their fruits to England and Europe on regular sailings," Jackson said. "It is apparent that a regular weekly, dependable service will be of inestimable value to fruit growers and the business interests of the whole Pacific Coast." (Gidlow)

Pittsburgh Firm Plans Frosted Food Stores

Daily delivery of frozen foods from exclusively frosted food stores in large and small cities is planned for the postwar era by M. Feigenbaum & Sons, Pittsburgh, Pa.

Frosted food stores will be established in cities like Pittsburgh, Philadelphia, Cincinnati; then in smaller cities such as Sharon, Youngstown, etc., according to present plans, it is said.

Up-to-now, it was explained, the average dealer has neither the floor space nor the trade to carry much more than fruits, or sea foods, or chickens. New setup would comprise a complete line of quick frozen seafoods, meats, poultry, fruits and vegetables.

Feigenbaum has purchased Wainwright Cold Storage at Pittsburgh and plans a similar purchase in the mid-west. (Leffingwell)

Eastman Denys Friction Between ODT and WFA

Joseph B. Eastman, director of the Office of Defense Transportation, has issued the following statement with respect to reports that the ODT has charged the War Food Administration with waste, hoarding and inefficiency, and with being responsible for what was termed a civilian shortage of perishable foodstuffs.

"As director of the Office of Defense Transportation," Mr. Eastman said, "I want to say emphatically that the ODT has never made any sort of charge against the War Food Administration, but has worked with that agency in close and friendly co-operation. No such statement was authorized by me or by any one in the ODT.

"Particularly in connection with the statement that ODT felt that WFA had procured more food than needed, I point out that determination of food requirements of our fighting men and allies and procurement of the required food is not in anyway our responsibility. We have made no comment whatsoever, publicly or administratively, to WFA on the adequacy of its procurement programs. That is a matter for the military and Lend-Lease authorities and the WFA to decide.

"The ODT and the WFA have been working together on the food storage problem with steady and gratifying progress.

"There has been, as is inevitable in wartime, some congestion of cold storage space at times. The ODT in recent weeks has directed attention to an accumulation of certain foods in cold storage. This was done in an entirely amicable and cooperative spirit and was so accepted by the WFA."

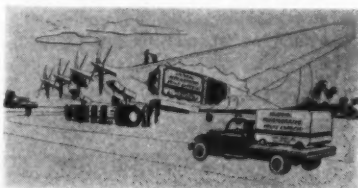
Flying Wing Refrigerated Service

Colonial Airlines plans operation of plane designed to haul payload of 40 tons at cost of 8c. a ton mile, featuring new lateral loading of cargo.

A GLIMPSE into the future transportation of fruits and vegetables so that they may reach consumers tables in tree and vine ripened condition is offered in plans announced recently by Colonial Airlines. The Canadian Car and Foundry Co., Ltd., one of Canada's largest aircraft manufacturers, licensees in Canada under Burnelli Flying and All-Wing patents, are developing a 120-ton Flying Wing "Ice Box" especially designed for refrigerated fruit transportation to be used by this airline. The plane is designed to haul a 40-ton payload at the cost of 8c. a ton air-mile.

Lateral Loading

An outstanding feature will be lateral loading of cargo, it is said, which will revolutionize air cargo handling and vastly speed up "farm to store" delivery. It will embrace the use of large unit containers of 2½-ton capacity, quickly detachable from an ordinary flat-bed truck at the airport, and swiftly loaded into



Courtesy Hamilton Wright

Lateral loading of cargo containers into the flying wing will involve close coordination with motor carriers.

the plane with apparatus similar to that now employed in loading "block-busters" into bombers.

Another feature of this cargo plane will be its powering by four 5,200 h.p. duplex gasoline or Diesel type engines, in which event cheaper low grade fuel can be burned. The engines will drive counter rotating propellers—two propellers mounted on a single shaft. With such a plane it is proposed to deliver Florida fruit and vegetables in New York and Montreal produce markets within 14 hours after picking.

Refrigerating units in the plane, it is stated, will keep produce at scientifically correct temperatures for highest vitamin content and retention of original freshness. The plane will carry enough fuel to haul its

load of perishables non-stop from Miami to Montreal in nine hours, an air distance of 1,590 miles. It will have 1,950 cu. ft. of space for air mail and miscellaneous freight in addition to space occupied by the produce containers.

Plastic Containers

It is planned to use large unit containers of plastic plywood measuring 6x6x10 ft. with capacity of 5,000 lb. each, designed for quick removal from a truck body or chassis and for loading into the plane. They are particularly adapted to lateral loading which the shape of the Flying Wing permits. The plane will accommodate 16 of these containers.

It is expected that hours now lost in loading conventional type planes will be eliminated by pre-packing into containers at the packing sheds. This will speed up overall delivery service.

Balancing and anchoring of plane cargo, a current problem, will be far less critical because of lateral loading. The unit containers will eliminate the bulk and weight of fruit crates and individual packing, thus increasing the plane's capacity and enabling it to carry produce at the low rate.

It is expected that with further technical development this Flying



Courtesy Hamilton Wright

Model of the 120-ton Flying Wing refrigerated fruit express as projected by Colonial Airlines.

Wing will be able to tow two or more gliders increasing its overall payload and permitting the plane to pick-up or drop cargo at intermediate points, without interrupting its flight.
J. H. F.

Pork in "Fur" Storage

They're storing surplus pork in "fur" storage space in Pittsburgh, Pa. North Pole Cold Storage & Ice Co. volunteered its "fur" space, and Kaufmann's Department Store moved thousands of mink and muskrats to make room. (Leffingwell)

Air Express or Air Cargo?

Many things have been carried by air during this emergency that will continue to be so carried, and in even larger quantities if the airlines will seize the opportunities offered to sell shippers. The value of the service performed rather than the character of the object shipped must be the final determining factor for any commodity. The cost of transportation may be in excess of the value of the article shipped and still air shipment may be economically sound under many conditions.

IN the eyes of too many airline people air cargo is just another name for mail, express, passengers' baggage and company material.

Too many people seem to think that is all air cargo will consist of after the war. They agree that there will be more of it, but seem to think it will still be the small sized stuff that can be handled on the same planes with passengers, or in the type of full-plane loads now being experimented with that so far consist of mixed shipments some 25 to 30 per cent of which seems to be mail sacks. They still seem to be thinking of the cargo which can be received, handled and dispatched by station personnel along with baggage and mail, or, as on one line, of the same sort of traffic that can be handled by first officers in lieu of other cargo handling personnel.

Such thinking absolutely ignores the strides in the handling of air cargo that have taken place through the efforts of the army and navy air transport organizations during the past few years. It ignores the traffic traveling by air today. It ignores any concept of full plane loads of one commodity dispatched by one shipper.

Depends on Shippers

The future of air cargo depends in large part upon the state of mind of shippers. If they are convinced that it is practicable and possible to ship by air they will do so. But they do not want to sacrifice control of their shipments and the routing thereof, particularly full plane loads. They will also want the right to pick-up or deliver and to designate their own ground carriers in a coordinated movement.

When someone says—"It can't be shipped by air" let us think of some of the airline air-cargo activities of the past two years. Here are some examples of air cargo.

Bulky Shipments

United Air Lines reports having carried bulky items such as telephone switchboards, crankshafts for heavy-duty Diesel engines, duralumin beams for emergency war contract construc-



By **JOHN H. FREDERICK**
Air Cargo Editor

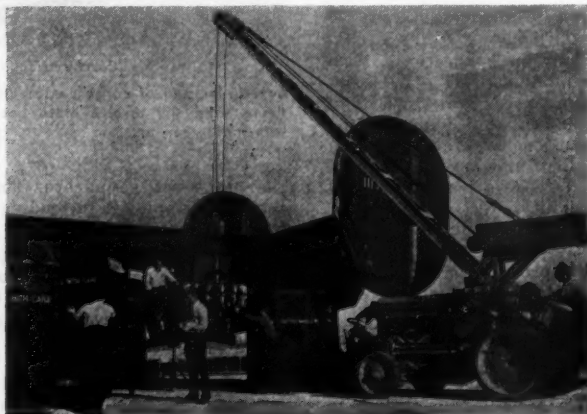
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tion and huge tires for government tractors and multi-wheeled trucks working on government building projects in foreign countries. Less bulky but nevertheless out-of-the-ordinary items such as worms for pet tropical

fish, canaries, gardenias and pharmaceutical supplies for emergency treatment have also flown via United.

Many training projects for the war effort have been transferred long distances completely by air. The moving included all physical equipment and also personnel. Western Air Lines reports having transported a complete Link Trainer School from Los Angeles to Salt Lake City. The cargo included entire equipment: links, desks, electrical equipment and personnel, 4,800 lb. total shipment. The materiel was dismantled, loaded into planes and flown to destination in a total time of 12 hours. This is the first time ever recorded when a Link Trainer actually flew.

Topping this, Western loaded its complete War Training Institute, which schooled student pilots for Uncle Sam, into planes and flew it from Salt Lake City to Fairfield, Cal. Fifteen thousand pounds of such traffic were moved each day until every



Courtesy Consolidated Vultee

SUPER TRANSPORTS such as this C-87 Liberator Express carry key personnel and vital cargo to all war theatres. With a speed in excess of 300 m.p.h. and a range of more than 3,000 miles, the C-87 can carry a cargo load in excess of six tons.

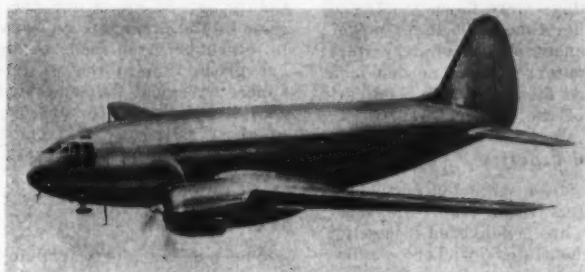
desk, radio and piece of equipment had been transferred to the new location.

Costly Shipments

Western Air Lines has also dipped into the animal kingdom for some precious cargoes. One time a valuable shipment of chinchillas was carried from Inglewood, Cal. to a new buyer in Idaho. Chinchillas are fabulously expensive pieces of livestock and also extremely perishable in nature. Great care had to be exercised so that the handling and rapid changes of climate, altitude and temperature did not harm the little animals. Pets such as dogs and cats have accompanied their masters in the baggage compartments when space permitted, and seeing-eye dogs have gone along with their masters as regularly scheduled passengers. Such cargo, while not considered especially unusual by an airline, has always been carefully investigated before passage has been permitted. Fruit such as avocados and oranges have been carried by many airlines and other slightly unusual shipments include orchids and expensive shipments of famous jewelry. Transcontinental and Western Air has reported having flown cargoes such as orchids, a large shipment of baby chicks and even a horse.

Unusual Shipments

American Airlines has carried many unusual shipments. In connection with the war effort American has flown a 300 lb. generator for a United States submarine from the plant



Courtesy Curtiss-Wright

POST-WAR TRANSPORT designed for air cargo, the Curtiss 20-C is modeled on the lines of the Curtiss C-46. It combines high payload capacity at economical operation with moderately high cruising speed. It has a main cargo compartment in the upper section of the fuselage and two smaller compartments beneath all accessible for easy loading, and is powered with two 2,000 h.p. engines.

where it was made to the sub base where it was installed. One day a crankshaft on a power shovel doing vital work on a small Pacific Isle broke and the prospects looked dubious for finishing the much needed work on schedule. American flew the crankshaft, 700 lb. in one piece, the first leg of its journey and averted a serious work stoppage.

A war plant in New Jersey needed 30,000 lb. of parts to avoid a production bottleneck. American flew the total load out of Detroit in one operation. Several extra sections were

flown out with the regular scheduled flight. Many such instances of flying emergency parts for all types of war work could be cited.

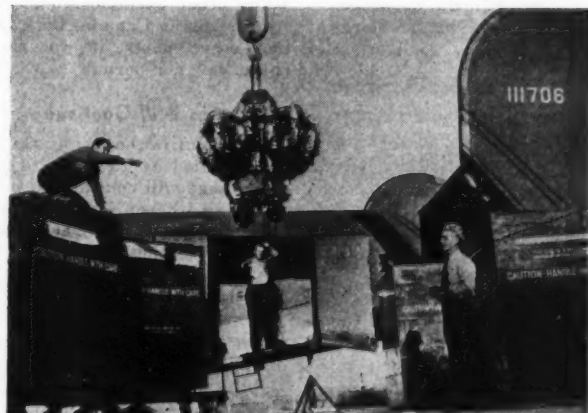
Another good example of the ability of aircraft to fly heavy loads was when a war plant in Pittsburgh needed armature windings to keep a huge generator in operation. The windings, totaling a weight of 2,257 lb., were quickly flown by American from the West Coast and a loss of \$1,000 a day in insurance payments was averted by keeping the generator in operation.

Emergency Shipments

During the saga of the Flying Tigers in India and Burma the only way they were kept supplied with vitally needed equipment was by air. In one instance American flew 20,000 lb. of tires for P-40's that had been damaged in combat with Jap Zeros, on the first leg of the journey from New York to the West Coast. Many other armaments and plane parts have been flown to where they were needed on short notice. Among such items carried have been: Plexiglass gun turrets and hoods, auxiliary gas tanks, machine guns (both 30 and 50 calibre types) engine mounts, propellers, bullet proof pilot seats and other bomber and pursuit plane parts. Further aiding the army in its needs, American recently flew a 600 lb. roll of cable to Dallas for the Air Corps Training School.

An observation plane in St. Louis broke its pump that operated the landing gear of the craft. Parts were needed immediately so American flew the pump from the factory so that it arrived nine hours after the breakdown occurred.

American Airlines, by virtue of the proximity of its routes to Mexico, has



Courtesy Consolidated Vultee

HEAVY CARGO being put aboard a C-87 Liberator Express by means of a crane at Consolidated Vultee's Fort Worth plant. These products of what is said to be the world's longest mechanized straight assembly line have set many flight records and carried scores of political and military celebrities.

carried several unusual shipments to that country. One time 3,000 lb. of ladies stockings were flown to Mexico City. Another time 5,400 lb. of power plant equipment and machinery were flown to Monterrey when needed in a hurry. Dried flies have also been carried south of the border.

Imports and Exports

In air cargo shipments to the United States from other countries, American has delivered jewelry, leather, chocolate, wicker, coffee, medicinal herbs, powdered bananas, powdered garlic, vaccines and films. On shipments from the United States to foreign lands American has carried steel bearings, batteries, auto parts, calcium arsenate, oils, casting patterns, fan belts for both cars and trucks, tractor parts and plows and plow parts.

American Airlines has also flown in emergency supplies in times of disaster. Such mercy missions include typhoid serum, Red Cross supplies and food during the New England flood of 1939; tannic acid and ointment for burns desperately needed for the wounded after the Pearl Harbor disaster which American flew on the first leg of the journey; and tannic acid, burn ointment and helium were rushed to Boston after the Cocoanut Grove catastrophe in 1942.

The Ashes of Columbus

A few miscellaneous shipments that can be classified as odd or unusual that have traveled via American Airlines may be of interest. One time the yeast supply of the Oklahoma City bakers had been exhausted and provisions for future supply had not been made. To avert a bread and baked goods shortage, 4,000 lb. of yeast were flown in to keep 'em working and eating. Other shipments in-

clude: the first issues of the *Chicago Sun*; the ashes of the great explorer Columbus; 33,500 lb. of the election issue of the magazine *Newsweek*; 500 lb. of rubber tree seeds to start rubber production in the western hemisphere; tropical fish and birds for a zoo; live lobsters for the enjoyment of those living away from the seacoast, and flowers of all types and descriptions to many places.

War Shipments

The defense and war industries of the United States have, in many instances, been kept in motion and serious work stoppage averted through the ability of the air carriers to rush urgently needed supplies to the point of need on short notice. The Aircooled Motors Corp., Syracuse, N. Y., had a machinery breakdown that demanded immediate repair to avoid a production bottleneck. The offending item was a heavy gear. The purchasing engineer got on the phone and finally tracked down the needed piece. The gear was rushed to the airport and was in Syracuse only four and one-half hours after the breakdown occurred. In another instance a rush order of 2,600 lb. of circuit breakers was shipped in a DC-3 from Philadelphia to Detroit to meet speeded up production schedules.

The Bendix plant at Southbend, Ind., regularly shipped 40 to 100 carburetors, up to 800 lb. on occasion, by air each day to the Pratt and Whitney Aircraft Motors Co., Hartford, Conn., to keep production rolling. All during the early winter of 1940-41 the airlines carried two bullet proof gas tanks daily from the U. S. Rubber Co., Detroit, to the Douglas Aircraft Co., Santa Monica, Cal. At times, larger shipments moved, being carried in the passenger compartments of the ships. Large

shipments of urgently needed ailerons were shipped by air from the West Coast to the Army Experimental Field, Dayton, O., during the same winter.

Pre-War Shipments

During the pre-war Japanese take-up in the Pacific in the Spring of 1941 a Consolidated bomber that was slated for the British in England was diverted and sent directly to the forces in Singapore. Air transportation was called upon to rush a full compliment of machine gun belts and cartridges from Buffalo to San Diego. On Jan. 11, 1941 all the seats of a DC-3 were removed and 1,200 ft. of aluminum tubing was put aboard at Pittsburgh destined for an army experiment at Burbank, Cal. Six days later the same thing was done and a shipment of 2,753 lb. of aluminum was sent from New York City to San Diego for the British.

In 1941, during the month of January, while the United States forces in the Pacific were preparing for the inevitable Jap onslaught, a bulldozer doing Marine grading work on a small Pacific atoll broke a crankshaft. The holdup in the vital work would be two months if the crankshaft had to be delivered by boat. Air transport was called upon and the 766 lb. shaft was flown to the spot in a hurry and the bulldozer was preparing fortifications within one week after the breakdown occurred. Many other instances of shipping large and bulky machinery are common. The Jeffery Co., Columbia, Mo., for years has shipped large oil well and mining machinery to firms in the Texas and Arizona area by air.

The above are examples of air cargo activities of our own airlines. Many other examples could be given for airlines in Canada, Latin America and other parts of the world but space will not permit.

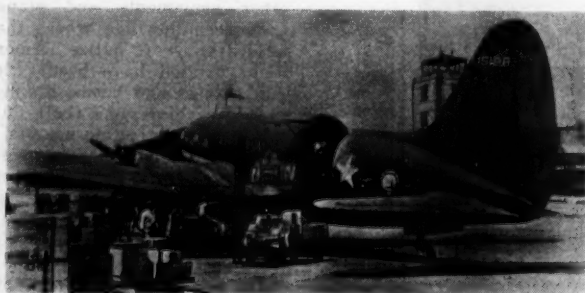
Air Cargo Will Continue

The point is that many things have been carried by air during this emergency that will continue to be so carried, and in even larger quantities if the airlines will overcome their timidity, if they will break through the fog of pessimism and seize the opportunities offered to sell shippers.

Determining Factors

Those who prophesy that air cargo will consist mainly of goods having a high value relative to their weight and cubic content lose sight of one characteristic that will be the chief factor in determining whether an article should move by air transportation or surface transportation. This factor is that, limited only by the total weight carrying ability of the plane to be used and the dimensions of its loading openings, any com-

(Continued on page 37)



Courtesy Curtiss-Wright

WAR FREIGHT being loaded into a giant Curtiss (C-46) Commando military transport. A group of these recently completed a 15,000 mile flight in four and a half days with more than 90 tons of freight on "the biggest and longest mass flight in transport history."



**FRESH CAUGHT
SEAFOOD
SERVED DAILY**



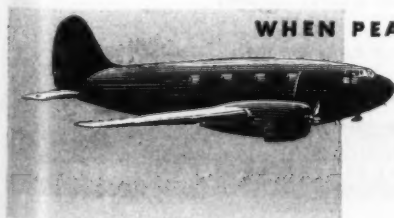
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To shippers, it means broadened markets, better service, increased volume, more profits.

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Watch and see! Much of this upsurge in air cargo, and air travel, too, will fly in Curtiss Commandos. Today they have proved their ruggedness and reliability in worldwide battleskies. Tomorrow this world's largest twin-engine transport will pace the progress of fast, economical air commerce. Curtiss-Wright Corporation, Airplane Division, Buffalo, N. Y.; Columbus, O.; St. Louis, Mo.; Louisville, Ky.



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Commandos*

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CAB Official Foresees Broad Opportunities In Development of Air Cargo

GEORGE C. NEAL, general counsel, Civil Aeronautics Board, speaking before the second New England Aviation Conference, Boston, Mass., Jan. 12, declared that "opportunities for the development of traffic for air transport are particularly great in the field of air cargo." Air cargo "is not going to be restricted to so-called luxury merchandise," he said, in predicting that "air cargo rates will come down drastically in the future."

"The operational problems and potentialities of the airplane as a common carrier," Mr. Neal said, "are so radically different from those of other forms of transportation with which we have been familiar in the past that it is difficult to foresee what will be the ultimate potential of air commerce and what are the steps necessary to insure full development. Moreover, we are at a stage where important technical developments are in the offing. Improvements in aircraft design in the future must be reckoned with."

Jet Propulsion

"Important innovations in equipment and operating techniques have already been worked out during the war in military operations, but the evaluation of their effect upon peacetime aviation is not yet possible. For example, as I was working on this talk last week, I read in the papers the announcement concerning the development of the jet propulsion plane. Who knows what new possibilities for civil aviation that may open up? The helicopter also is in an early stage of development."

"Despite these uncertainties injected into planning for peace-time aviation by the rapidly developing state of the art, steps must be taken now to prepare as best we can for the opportunity which will be presented to aviation at the close of the war."

Room for Expansion

"Obviously, there is considerable room for air transport expansion. Large portions of our population are not now even within a distance from air service which has heretofore been generally regarded as necessary to make the service of value. One direction which the development of air transport will take will be to improve the service pattern in that respect by the establishing of new routes and service points. The relationship between traffic carried in the past by air transport and by surface transportation indicates that there is also much to be accomplished in generally improving the position of air transport."

A hundred years ago freight carrying possibilities of the railroads were discredited, general counsel of Civil Aviation Board tells New England Aviation Conference in predicting great future for transportation of freight by air.

It is apparent that air transport has only secured, even on existing routes, a fraction of the potential traffic for which it offers a vastly improved method of transportation.

Applications for Air Service

"The great number and variety of applications now pending before the Board provide a basis for the physical expansion of air service. The applications divide themselves into three classes of service—trunkline services, local services, and pick-up services. I include in 'local services' the so-called 'feeder services.' This is a rough classification for no one has been able to hit upon definitions which precisely classify all cases."

"Within these broad classifications the services proposed take a great variety of forms. Many propose the use of the helicopter. Several department stores have filed applications for the operation of delivery services with the helicopter from the roofs of their buildings."

Cargo Services

"Some applications are designed to render simply cargo operations without the carriage of other types of traffic. Trucking companies have filed applications for the operation of cargo services carrying some limited class of goods, such as household furniture; and there are several applications for the operation of new plane delivery service. A large number propose mail and cargo services without landings by the use of patented pick-up devices."

"The working-out of a sound service pattern from this mass of proposals will be a complicated problem. The over-all objective must be to establish an economically sound system. It will be of no long-range benefit either to aviation interests or the people who use air service if that is not the ultimate objective. The fact that government aid is provided for air transport does not justify ignoring this objective."

Air Cargo Opportunities

"The working-out of the air service pattern must take into account also the fact that the opportunities for the development of traffic for air transport are particularly great in the field

of air cargo. The comparatively small volume of air express currently being carried is not due to any inherent deficiency in air transport as a cargo service. The service has been offered today largely as a sort of by-product of passenger and mail operations; but even at rates from five to six times higher than the highest rates of any other form of transportation in the United States the advantages of air service enabled the domestic airlines to carry 23 billion pound-miles of air express in 1942.

Not Limited to Luxuries

"The flexibility of the airplane and the speed of air carriage have not been fully tested in the commercial transportation of cargo. The role of air transport in the transportation of cargo is not going to be restricted to the carriage of a limited amount of so-called luxury cargo of very high value or emergency traffic. This would be a much too restricted view of the long-range advantages of air service and the possibility of lower charges."

"The same sort of thing was said a hundred years ago about the freight carrying possibilities of the railroads and, in fact, it was not until 1851 that the freight revenues of the railroads exceeded their passenger revenues."

A Railroad Report

"One of the largest railroads of the country has a staff report on air cargo in which it is stated 'adding up these figures of potential high-grade freight tonnage, the total volume of merchandise suitable for air cargo freight movement which has not yet been tapped runs to 20 million tons yearly. Of course, a substantial amount of this tonnage might never be diverted to air movement; nevertheless, the potential extent to which air competition can invade this mass tonnage of higher-grade traffic should not be minimized.'"

"While the cargo carried by other forms of transportation will furnish a source of business for air cargo, here again air service will itself develop new traffic. Of course, there are a number of special problems peculiar to the cargo phases of air transport which must not be overlooked in con-

(Continued on page 62)



Coordinated Planning Is Undertaken By Joint Air-Trucking Committee

Committees of Air Cargo, Inc., and the American Trucking Assns., Inc., met together last month in Washington, D. C., to prepare plans for a service for motor carriers, airlines and shippers, which, it is believed, is likely to expand after the war into a project of major national importance.

After the meeting, Chester G. Moore, of Chicago, chairman, ATA Air Cargo Committee, made the following statement to the press:

"The legal relationship between the Civil Aeronautics Board and the Interstate Commerce Commission was the basis of the beginning of our study," said Mr. Moore. "Fortunately Section 1003 of the CAB act provides for a joint board with ICC in air cargo arrangements. Tariffs would have to be filed with both agencies, but the joint board would have jurisdiction over the division of rates. Section 412 of the act also provides for the pooling of revenue and other cooperative arrangements if approved by CAB."

Editor's Note: Since 1942, D and W has advocated coordinated planning by air and motor carriers. Last October, a special article presenting a three-fold argument why air and trucking associations should undertake coordination of their industries is believed to have been influential in helping to bring about the present cooperation between Air Cargo, Inc., and ATA, although, of course, we have not been advised officially of that fact by either organization.

It was decided at the Washington meeting that the committee and ATA would make a survey in order to determine what motor carriers can best serve airports directly in the approximately 50 centers, or airports, which are considered best for air cargo terminals. This will provide a nationwide coverage, especially in the industrial central west and east.

Air Cargo, Inc., is understood to be drawing up numerous maps and charts showing the many details connected with routes and cities to be served. It is expected that a block system of rates will be the most feasible for use. Thus system "A to G" works from a vertical airline distance plan between the cities. There is to be a ton-mile

Jet Propulsion

The main difficulty of the jet propulsion airplane, according to aviation experts, is the rapid rate at which it consumes fuel. Until this handicap has been overcome, it is said, the new jet propelled planes will have greater speed than present planes but will be incapable of long sustained flight.

However, what might be described as "flash performance" for a short period, according to A. P. deSeversky, well-known aviation authority, "can be utilized to lift greater loads into the air."

"One of the limitations," he said recently, in a syndicated newspaper article, "in the matter of aviation range is that a plane cannot leave the ground with as much of a load as it can actually carry in flight. Jet propulsion consequently may become an important method of increasing range. Rockets will be particularly useful in assisting seaplanes and flying boats in getting off the water, thus raising their performance closer to that of land planes."

study and numerous methods of arriving at fair and compensatory division of revenues for the air-carrying and ground-carrying services, it is said.

L. E. Nickerson, assistant general
(Continued on page 32)

Second Cargo Service Started by United

United Air Lines began a second daily round trip of its coast-to-coast cargo service in January. The new flight leaves Chicago at 11:30 p.m. and arrives in San Francisco at 12:43 the following day. Eastbound the Cargoliner leaves San Francisco at 11:15 p.m., arriving at Chicago at 2:09 p.m., when the flight connects with United's regular combination passenger-cargo service to Cleveland, New York and other points east. The airlines opened its cargo service, using Douglas DC-3 airplanes specially equipped for air mail and express, Oct. 16, last.

Airlines Now Protected On Salvage Charges

The United States Aviation Underwriters, Inc., 80 John St., New York, underwriting managers of the United States Aircraft Insurance Group, have announced that, effective Jan. 1, and, temporarily without any additional premium charge, all airline hull policies (which cover flight risks) to include General Average and Salvage charges for which the insured may be liable in accordance with United States Law.

"It seems reasonable to assume," the Underwriters state, "that as our air commerce expands and becomes an important factor in the transportation of cargoes, the same principles and practices that have prevailed under admiralty law in respect to waterborne shipping governing General Average and Salvage charges will be held to apply to air transportation—not just foreign and overseas air commerce, but our domestic aviation as well."

New Air School at Illinois University To Feature Special Air Cargo Studies

Problems related to many phases of air cargo transportation are slated for attention in the research program which will be conducted at the new School of Aeronautics now in process of organization at the University of Illinois, Urbana-Champaign, Ill. Coincident with announcement that 722.57 acres of land have been purchased for the institution's airport, a list was made public of 24 research projects tentatively scheduled for consideration at the new aviation center.

Specifically related to air cargo development are four proposed studies covering (1) the most effective methods of handling and trans-shipment of cargoes with minimum loss of time and damage; (2) general research on

gliders, air trains and towing planes for pick-up and delivery; (3) the relation between and coordination of land, sea and air transportation both for passenger and cargo traffic; and (4) air transport of foods as affected by variations in temperature and atmospheric pressure.

Original plans for an airport of 640 acres, or 1 square mile, were expanded to meet federal requirements and to the 722.57 acres first bought further additions are to be made of tracts which will provide safety zones in the line of the runways. There will be three paved runways, each 5,300 ft. long and 150 ft. wide, provided with taxiways 50 ft. wide. An addi-

(Continued on page 62)

Distribution Worldwide

● We do not want to exercise controls or domination over the export-import business one moment longer than is necessary for the successful prosecution of the war. We feel that this is a field for private enterprise and not of government operation.

Leo T. Crowley
Federal Economic Administrator

4,000 Export Licenses Checked Weekly by OPA

Every week an average of about 4,000 applications for export licenses, mostly on goods moving to the other American republics, are reviewed by United States price control authorities with the objective of preventing profiteering on exports.

This review of prices charged on export items is part of the mechanism of United States control of prices, designed to protect consumers in the other American republics against excessive price advances during wartime scarcities of goods and shipping.

In accordance with the policy announced at the Rio de Janeiro conference of American Foreign Ministers in Jan., 1942, the United States applies its domestic price ceilings to goods destined for hemisphere export channels, with allowance for the cost of doing export business. Thus the other American republics are getting the benefits of United States price controls, within the limits of the authority of the United States price control. This authority ends after the goods leave the hands of United States exporters subject to regulations issued by the Office of Price Administration.

Despite efforts in Washington to maintain export prices in line with domestic levels, OPA officials recognize that prices of many goods imported from the United States have been

"Free Flow of International Commerce Essential for Peace," Crowley Declares

Latin America Has Repaid \$107,000,000 to U. S.

Roads, steel mills, hydroelectric plants and other enduring additions to the productive facilities of Latin America are being built with the aid of credits from the Export-Import Bank of Washington, D. C.

Loans made by the bank to aid in this development of hemisphere productive facilities and for expansion of inter-American trade now amount to \$212,000,000, according to figures recently made public by Warren Lee Pierson, president of the bank. Of this total, approximately \$107,000,000 has been repaid.

"There are no loans to any Latin American country or political subdivision or agency thereof which are in default," Mr. Pierson reported.

Since it was created in 1934, Mr. Pierson disclosed, the bank has authorized lines of credit aggregating \$779,000,000 for operations in the other American republics. Of this amount, however, more than \$200,000,000 has been canceled or expired.

marked up sharply, as a result of speculation by local handlers in Latin America and the passing of goods through several hands before they reach the final consumer.

Government-to-government dealings probably will constitute the bulk of American foreign trade for the duration, and in the post-war period "it probably will be necessary for government to be of assistance to private industry and private banking," Leo T. Crowley, Foreign Economic Administrator stated last month in New York at a meeting sponsored by the Commerce and Industry Assn. Mr. Crowley's talk was read by Oscar Cox, general counsel of FEA because of Mr. Crowley's recent illness. An attendance of nearly 2000 was present.

"I read into my order no excuse for unnecessary encroachment upon the fields of private export and import trade," Mr. Crowley stated. "A free flow of commerce between the several states of this country is one of the cornerstones upon which our national existence and well-being have rested. A free flow of commerce among all nations is precisely as essential to the security and prosperity of the world."

The FEA, he assured the traders, is "working constantly to implement the transition back to full-scale private trade." The agency, Mr. Crowley said, is "now involved in plans to assist foreign government purchasing missions to deal directly with private exporters whenever this becomes possible in the case of particular commodities or particular areas."

The decentralization plan for the control of exports to Latin America, he pointed out, has been modified and "will be further modified as conditions permit." Problems involved in program licensing and bulk buying are also receiving attention, he said, with a view to making "modifications in these programs that will assist private trade as rapidly as we can."

"Government-to-government dealings, however, will probably continue to constitute the bulk of our trade for so long as the war lasts in order most effectively to use our manpower, our productive capacity, our transportation facilities and our other resources."

The available trade statistics show that the "solid core" of private foreign trade is continuing and the industry as a whole, is "more than surviving," Mr. Crowley said.

"It has always been my view that

(Continued on page 63)

Post-War Trade Possibilities in China Tremendous, West Coast Exporters Told

Changes due to develop in methods of merchandising and distributing American products in China after the war were outlined in a recent talk before the Foreign Trade Clinic, Los Angeles Chamber of Commerce, by Mrs. Bessie Ochs, of the California-Asia Co., Los Angeles.

She predicted that while a considerable portion of American products will continue to be distributed through American representatives for a time during the adjustment period following the close of the war, there will be a rapid change-over to Chinese representation as the Chinese plan for building post-war China for the Chinese unfolds.

"If American manufacturers have something to sell in China eventually

it should be handled by Chinese representatives," the speaker said. "At present, and following the war, there will have to be a period of adjustment in which American firms or individuals who definitely understand merchandising in the Far East will handle products that are shipped from the United States to China."

She predicted also that after the war another change in the commercial practices in China will take place in that the former large distributing firms will be broken down into many smaller companies. In consequence, Mrs. Ochs declared, American manufacturers will be shipping smaller orders to a greater number of Chinese firms with the ultimate volume of

(Continued on page 63)

Foreign Trade Zones at Inland Centers Envisioned as Post-War Possibility

The development of the airplane no longer makes ice-free harbors the exclusive life lines of a nation's overseas commerce. Already inland air centers are beginning to emerge in this country as potential ports for worldwide distribution.

THE future may see foreign-trade zones established at inland trade centers when the latter become terminals of international commercial airlines, Thomas E. Lyons, executive secretary, Foreign-Trade Zones Board, Department of Commerce, told a joint meeting of the Miami Propeller Club and the Greater Miami Port Authority last month.

Inland Centers

"Commercial relationships in the world at large," Mr. Lyons said, "have been maintained heretofore through ports with access to the seas and oceans. But in the air-ocean of the future inland trade centers will be as much ports of the world trade lanes as sea ports are today. It is neither visionary nor impractical to foresee the day when ice-free harbors will no longer be the exclusive lifelines of a nation's overseas commerce. The airplane has no boundaries. Thus, the port of tomorrow can just as easily be located 1,000 or 2,000 miles inland, depending upon the industry and the economic importance of the region surrounding it."

Mr. Lyons pointed out that today the United States has 49 airports of entry, 37 permanent and 12 temporary, designated by the Treasury Department. Some of these airports of entry, while in border states, are a considerable distance inland from the sea and frontier.

Air Commerce

"While we cannot now visualize air commerce depriving surface carriers

of any large proportion of foreign and domestic commerce," Mr. Lyons asserted, "we nevertheless can expect substantial increases in the carriage of high value goods and passengers by air."

Mr. Lyons emphasized the need for planning to facilitate the handling of world air commerce. Already, he said, new air centers are beginning to

Fresh Emphasis

Mr. Lyons' remarks give fresh emphasis to a point *D and W* stressed a year ago.

Last April, in an article in *D and W* on "Air Cargo and the Export Trade," Dr. Frederick stated, "Since the plane can take off from an inland airport in one country and go directly to an inland airport in another, costs of trans-shipping goods at sea-boards will be entirely eliminated."

Last August, in one of its monthly educational ads in *S.R.D.S.*, the point was stressed again by *D and W* that international routes need not terminate at the seacoast but might be set up at inland points for several reasons.

Recognition of this possibility might well be included in the post-war plans of a number of industries.—The Editor.

emerge in this country citing as examples Wichita, Chicago, Dallas, Minneapolis, Miami, New York and Fairbanks.

World Fur Trade

He used the world fur trade to illustrate what may happen with the development of air transport. For ex-

ample, it is possible that the world fur trade will shift or be forced to migrate from its presently established centers to other points, he said, or to a single more geographically favored market. Mr. Lyons mentioned Fairbanks or Nome, Alaska, as favorably situated, because of relative proximity to chief sources of supply, to serve as a central fur market.

"Here," Mr. Lyons said, "in a foreign-trade zone, the pelt of the Russian sable, the Canadian beaver or the Alaskan seal could be shown and auctioned, and buyers from every consuming market of the world would gather and bid, and United States customs duty would be paid only on those pelts purchased for United States consumption. Moreover, the planes bringing the pelts from the trappers would carry foods and manufactures to these potential consumers, opening new markets and opportunities for American enterprise."

Time and Space Factors

On the basis of present achievements, Mr. Lyons said, it is possible to think of all of Europe, all of Africa, all of North and South America and parts of Asia as being within 24 flying hours of the United States. Not only does the airplane travel faster, it travels the shortest distance between two points on the earth's surface, he added. This, he said, will greatly affect future commercial practices all over the world.

Coordinated Planning By Air-Trucking Groups

(Continued from page 30)

manager, Air Cargo, Inc., and several aids represented that group at the meeting. In addition to Mr. Moore those attending the meeting for ATA were: Charles Clark, Theo Behler, Columbia Transfer Co., Kansas City; Joseph P. Hackett, Joseph Taylor Trucking Co., Guttenberg, N. J.; C. E. Hanna, Best Motor Lines, Dallas; William Husman, Husman and Roper, St. Louis; and J. D. Kluttz, Motor Lines, Charlotte, N. C.

Two Export Subsidiaries Set Up by Lilly & Co.

Eli Lilly and Co., Indianapolis, Ind., pharmaceutical products, has set up two new export subsidiaries, to be known as the Eli Lilly Pan-American Corp., which will confine its operations to the western hemisphere outside and the U. S. and Canada, and the Eli Lilly International Corp., which will cover the eastern hemisphere except for the British Isles.

J. K. Lilly, Jr., is president; J. O. Waymire, secretary-treasurer, and R. F. Spooner, assistant secretary-treasurer of both corporations. Forrest Teel is vice president and general

manager of the Pan-American group and A. L. Young has a similar post with the international. J. K. Lilly, Sr., is board chairman of the parent firm. The new firms will handle the growth of export trade and expanding sales volume. (Kline)

Chinese Plant

LaChoy Food Products, Inc., which had a national distribution of Chinese foods until its products were placed on the non-essential list by WPB in March, 1942, has completed its new food plant in Archbold, Ohio, where it will pack fruit and vegetable products for the duration of the war. (Kline)

THE pharmaceutical industry and the fibre container industry have a great deal in common inasmuch as a considerable proportion of pharmaceutical products are shipped in fibre containers. We now see the approach of a much closer relationship because of the expanding use of air freight and the promise of an enormous growth in this form of transportation after the war.

Pharmaceutical products, because of their relatively high value and because it is important to get them to market in the shortest possible time, offer ideal commodities for air transport.

Ideal for Air Transport

We have found that the corrugated box is the ideal container for shipment by air, due to its light weight, low cost, ability to absorb shocks, rigidity and insulation value. In fact if one had to describe an imaginary container that would meet all the requirements of a box for shipping air freight, this description would fit a corrugated box almost exactly. Accordingly, we are convinced that in the very near future we are going to see a very great growth in the shipment of pharmaceutical products by air, packaged in corrugated boxes.

Situation, To-day, Tight

As with most commodities, however, it is much more satisfactory to contemplate the happy days to come after the war than to worry about the problems of the present. I do not need to remind you that one of the biggest problems is the procurement of fibre containers, without which it is almost impossible to ship merchandise to market. At present, the fibre container industry is in one of the tightest situations in its history.

Of course, much of this is due to the usual shortages of raw material and manpower, but it is perhaps not always realized that all paperboard packages have been called upon to do an almost impossible job. As other packaging materials such as metal and glass became curtailed, the pharmaceutical industry, in common with most others, had to find substitutes and then in many cases substitutes for substitutes. In the earlier days of the present emergency it was possible to work through this list of substitutes and at last find an ample cushion in the paperboard industry, as there was such a large tonnage available.

Thus nearly half of all the paper made in the United States is in the form of board, and about half of this board in turn is container board. However, as more and more materials became curtailed and were substituted for paperboard, we eventu-

The Situation in Fibre Containers

By J. D. MALCOLMSON

Technical Director, Robert Gair Co., Inc.

o o o

ally reached the situation where our scarcity problem became the worst of all. This has been aggravated by the enormous amount of board used for military and lend-lease purposes and in such instances the product goes abroad and, therefore, cannot be salvaged.

Shortage of Basic Materials

Therefore, our problem is not lack of production capacity, but rather a serious shortage of our basic materials, wood pulp and paper stock, and, to a lesser degree, the ever-present manpower problem. For the immediate future, we do not see any marked improvement in this situation. In spite of this, however, the fibre container industry in 1943 made next to its highest production record in history and would undoubtedly have made a new record if the raw materials and manpower had been available.

4,800 Million Containers

Expressed in figures, corrugated board will run about 3 1/3 million tons, a 12 per cent increase over 1942, and solid fibre 700,000 tons, 18 1/2 per

cent increase, or a total of about 4 million tons. Our record year was 1941; 1942 fell off because many of our customers were then in the process of converting from civilian to military operation. We prefer to calculate our production statistics in terms of area so that we can now estimate the 1943 production of corrugated and solid fibre boxes at 48 billion sq. ft. If we allow 10 sq. ft. to a box, this figures out about 4,800 million containers a truly surprising figure.

Why did we run short on raw materials in 1943? The reasons are fairly well known and most of them end up at the fountain source of nearly all paper products—pulpwood. Last year the entire paper industry needed 13,000,000 cords of pulpwood, instead the production fell short about 2,500,000 cords. Pulpwood inventories in the mills are being depleted at the alarming rate of 130,000 cords per month. Some mills are completely shut down for lack of wood, and many others are operating on reduced schedules. The reason is familiar: men who cut the wood have either been drafted or have gone into higher paid war jobs.

Waste Paper Needed

Waste paper, or paper stock as we call it, is our other headache. We ran short in 1941 and the public responded to our need so magnificently that we had to discontinue the drive in 1942. Now, however, a considerable percentage of our containers are going abroad never to return, and since we have already used up much of our inventories, we have had to start a new campaign to save waste paper, especially old containers and brown papers. The need is greater than ever, but the job of re-kindling enthusiasm is a tough one because "the dice got cold."

We hope that everyone will keep this emergency in mind and will do all he can to assist in these waste paper campaigns. Otherwise we will surely be faced with more limitation orders, more allocations and more drastic priority regulations. Already we are laboring under M-93 allocating pulp, M-290 reserving 25 per cent of container board for V boxes, P-140 defining priority ratings, M-241 just amended to revise the industry's production reserve of board tonnage particularly as it affects filling govern-

(Continued on page 64)

Glass Containers

What about glass containers?

A survey made by WPB showed that the demand for glass containers exceeded productive capacity about 25 per cent. Consequently, a redistribution plan had to be worked out; L-103-b was issued to make available a fair share of glass containers for the packaging of foods and for those who had been deprived of containers made of critical materials. This order listed the standard containers of simplified design.

To date, WPB has not attempted to standardize all containers used. It is expected an amendment to L-103 soon will be issued which will fix new standards and make possible the reuse of a number of glass containers. This action, for instance, will probably include a line of 18 sizes lightweight Boston Round bottles. The same procedure is being applied to this line of bottles as was followed when the plain round jars were set up as standard containers for food. Although the use of these bottles will not be mandatory at once, it is anticipated that the glass manufacturers will quickly prepare molds for these bottles and WPB urges a shift to them from present containers as rapidly as possible. This will mean better service and it will assist in the effort to increase production.

*From a recent address before the Production Committee Session, American Pharmaceutical Mfrs. Assn.

27% of 46,000 Trucks in California Are Not Expected to Last Out Year

Twenty-seven per cent of the 46,000 motor trucks operated by for-hire carriers in California have a remaining useful life expectancy of less than one year.

Twenty-six per cent of the trucks and tractors, 7 per cent of the semi-trailers, and 32 per cent of the full trailers have been in service 10 years or more.

A total of 5,608 new pieces of replacement equipment are needed in 1944.

Those are the salient points in a report issued by the California Rail-Road Commission of a survey recently completed by the commission among for-hire carriers in California to obtain information concerning the age of truck equipment on which to base an estimate of the remaining useful life expectancy of the vehicles.

The report showed that of the 46,000 motor units operating in over-the-road, line-haul service, about 50 per cent are of 1½-ton or less capacity; 3,300 are medium or heavy duty units with closed-van bodies; 9,900 have flat-rack, stake or special bodies; 1,600 tank bodies, 3,600 dump bodies, and 4,600 serve as truck tractors.

The report, prepared by G. L. Malquist, senior engineer for the commission, expressed the prediction that motor carriers will handle a materially increased volume of freight in 1944, and that a substantial number of trucks engaged in over-the-road service have a limited remaining useful life. The commission warned in the report that if the volume of freight should increase to a great extent over the present volume, breakdowns in service and bottlenecks in transportation in certain areas are certain to occur during 1944.

The survey also disclosed that replacement parts now available often are below pre-war quality.

Referring to the percentage of trucks, trailers and semi-trailers over 10 years old, the commission commented as follows:

"This factor alone is not serious if the vehicles have been properly maintained and sufficient replacement parts are made available to keep them in efficient running condition. However, it is indicated that under existing conditions the owners and operators of these vehicles estimate that about 27 per cent of the trucks and tractors, 14 per cent of the semi-trailers, and 20 per cent of the full trailers employed in this service have a remaining useful life expectancy of less than one year. (Herr)

Livestock Shipments May Shift to Rail

Western Missouri farmers may have to ship livestock to market by rail this year to alleviate a probable shortage of truck transportation, the ODT indicated recently.

While a movement toward rail shipment on longer hauls in western Missouri has not yet received official endorsement, it has been suggested by ODT subcommittees in several of the 34 counties in the Kansas City district. Some opposition has arisen on the grounds that additional handling and slower movement entailed in rail shipping would cause shrinkage in livestock poundage.

George W. West, manager, and Lane Latimer, farm vehicle specialist for the district, estimate that 665,522 tons of livestock will be shipped from the western Missouri counties this year. Serving the 68,640 farms in the district are 1,411 trucks, the ODT says. The truck mileage necessary to ship the livestock to market has been estimated at 29,221,357 miles and officials do not believe present truck transportation facilities, which are dwindling, are adequate for the job. (Lowry)

Increase Reported In Truck Hijacking

(Continued from page 16)

fort to combat widespread hijacking, according to W. F. Kneip, general manager, Maryland Motor Truck Assn., Inc.

According to Mr. Kneip, all carriers are informed of a time and place to pick up the armed police escorts. The plan is already in operation, and is proving satisfactory. Convoy fleets may number as few as two or as many as 20 trucks. Police use both motorcycles and squad cars when on convoy duty. The program is proving effective.

The plan was undertaken primarily for the protection of trucks carrying liquor, but vehicles carrying other readily salable goods, especially commodities in demand on black markets, are afforded similar protection. The thefts have menaced the truckers and resulted in increased insurance rates for certain types of cargoes.

Horse Drawn Vehicles

Old Dobbin hasn't staged such a sensational comeback after all, at least not in Chicago. During 1943, the Chicago city collector reports, only 1,070 licenses were issued for horse-drawn vehicles. This was 140 fewer than the 1942 figure of 1,210. (Slawson)

Monopoly Charged in Van Lines Suit In Federal Action Against NFWA et al

A complaint charging Allied Van Lines, Inc., the National Furniture Warehousemen's Assn., 21 associated companies and carriers and 42 of their officers, directors and agents with violations of the Sherman Antitrust act has been filed in the United States District Court at Chicago, Attorney-General Francis Biddle announced last month.

The National Furniture Warehousemen's Assn., an organization of approximately 591 warehouse companies in over 228 cities throughout the United States, has, through its wholly owned subsidiary, Allied Van Lines, Inc., entered into contracts and agreements with numerous common carriers of household goods by motor vehicle operating throughout the United States for unified control of their activities, according to the Antitrust Division.

The complaint alleges that the NFWA, through its domination of the more important warehouse facilities of the nation, and through the instrumentality of its wholly owned subsidiary, Allied Van Lines, Inc., has secured control of the business and operations of approximately 547

household goods motor carriers operating throughout the United States (for shipments over 100 miles) with the purpose and effect of "unreasonably and unlawfully restraining competition among carriers" and attempting to monopolize the business of transporting household goods by motor vehicle.

It is alleged that the elimination of competition between motor carriers, members of Allied, has been achieved by contracts, agreements, by-laws, terms, rules and regulations, which provide among other things that (a) all shipments moving over 100 miles shall be booked and transported exclusively for the account of Allied, (b) Allied shall fix the rates, terms and conditions for all shipments booked and transported in its name, (c) only members of the warehousemen's association may become members of Allied, (d) utilization by Allied-controlled carriers of transportation services of any carriers not an Allied member is prohibited, (e) the member carriers' identity be merged in "Allied," (f) a member carrier is prohibited from bidding on

(Continued on page 37)



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Air Express or Air Control?

(Continued from page 26)

modity, regardless of size or shape, can be carried by air.

Any traffic man will agree that the one determining factor on whether an article should be sent by air or by some slower or cheaper means of transportation is the economic value of the transportation service itself. The value of the service performed rather than the character of the object shipped must be the final determining factor for any commodity. The cost of transportation may be in excess of the value of the article shipped and still air shipment may be economically sound under many conditions.

Future is Bright

The future looks bright, extremely bright for air cargo. The war has speeded development of cargo planes and ways of handling cargo in the air. Post-war expansion of the air cargo field should be tremendous. Shippers and receivers of freight have offered to them advantages in the transportation of goods never before in existence. Overnight, long distance deliveries of all sorts of traffic will become commonplace.

The facts are before us. Even the "man on the street" can see them. The

future practicality and success of air cargo is an established fact. The airline men should be sure of this, many of them are, but apparently some still have to be shown. Most shippers still have to be shown in dollars and cents fashion, and the time to start doing it is now!

Buys Business

Howard J. Good, for many years purchasing agent of the Buckeye Traction Ditcher Co., Findlay, O., has purchased the plant and business of the Depenthal Truck and Storage Co., Toledo, O., which is in the trucking, storage, crating, and shipping business. (Kline)

Monopoly Charged In Van Lines Suit

(Continued from page 34)

Government shipments in the territory of another member without protecting the local member's bid, thereby depriving the Government of the benefit of any lower bid.

The complaint further alleges that Allied Van Lines, Inc., and defendant motor carriers have entered into

agreements whereby the motor carriers, with limited operating rights, have extended their operations throughout the nation without regard to the geographic extent of their lawful operating authority.

Such illegal nationwide operation, the complaint alleges, not only infringes upon the public interest in the due observance and administration of the laws of the United States dealing with regulation of interstate transportation of property by motor vehicle, but also unduly restrains competition among such motor carriers, members of Allied. It tends further to monopolize the business of transporting household goods by motor vehicle in interstate commerce to the detriment of the public and of carriers having lawful operating authority to serve the routes and territory so illegally served by said defendants, according to the Justice Department's complaint.

The complaint asks that the violations be enjoined; that the warehousemen's association be required to divest itself of any and all interest in Allied Van Lines, Inc.; that the contracts between Allied and its members be cancelled; all to the end that the domination and control by the NFWA of the transportation of household goods by motor vehicle cease; that competition be restored; that low competitive rates be re-established; and that "obstacles to the free flow of commerce be removed."

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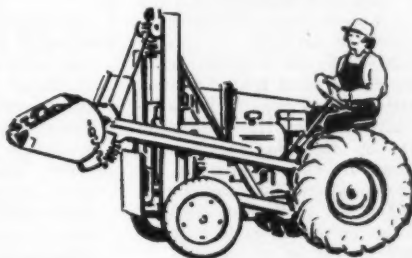
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POWER That Sees Things Through

Transport Crisis Is Near, ICC Warns

—New Equipment Needs Held Pressing

The nation's transportation system is entering a critical phase of operation and unless additional equipment, materials and personnel are made available soon "grave consequences" to the war program are threatened, the Interstate Commerce Commission warned in its 57th annual report, submitted to Congress last month.

The commission declared that this critical situation applied not only to the railroads but to motor and waterborne carriers as well. Despite the heavy traffic burden, the report pointed out, little new equipment has been made available in the past 12 months to the carriers and equipment that ordinarily would have been scrapped is being kept in service.

"During the months of emergency production of war equipment and materials," the report declared, "it was inevitable that the allocation of materials for transport equipment should be limited even below necessity. Now that the production of essential war materials appears to be more satisfactory, those responsible for the allocation of materials will no doubt give careful consideration to the needs for equipment for transportation agencies. The failure to do so might have grave consequences."

The report pointed out that in the four years following the outbreak of the World War in 1914 there were three freight rate increases totaling 31.7 per cent, while in the four years of the present war there had been only one general freight rate rise of 4.7 per cent and this subsequently was suspended.

Referring briefly to post-war conditions, the commission hinted that it may be necessary to expand jurisdiction over all forms of transportation except that by air. For this reason it said that it was enlarging its facilities for research in transportation as well as giving its best thought to the problems which will be presented with the return of peace.

Despite a shortage of equipment and personnel and an enforced program of conservation, the commission said that the motor carriers are moving an unprecedented volume of traffic.

"In this situation," the commission said, "we have realized that a too earnest striving toward peace-time regulatory goals would likely impede the war effort, and our main energies have been expended in assisting the motor carriers to maintain the flow of essential transportation. We have not permitted, however, any relaxation in carrier responsibility to the public."

The discontinuance of services and changed business conditions have resulted in a severe reduction in the

aggregate traffic handled by water carriers, the report said. It pointed out that virtually all vessels of the coastwise and intercoastal carriers have been requisitioned by the United States Government for other use in the war program and that water carriers on the Great Lakes have made drastic changes in their operations in compliance with requests or orders from governmental agencies.

The commission recommended that various provisions of the act authorizing it to require reports from carriers and others be amended so as to be applicable to associations or organizations maintained by or in the interest of any group of carriers or freight forwarders subject to the act. In addition, it recommended that it receive permanent emergency powers with respect to service by motor and water carriers such as it now has with respect to service by rail carriers. At present the commission has such power over motor carriers under the Second War Powers Act, but this will expire on Dec. 31, 1944, or earlier.

Other recommendations included the amendment of the Standard Time Act respecting standards of time to be observed throughout the nation, the clarification of the Elkins act and the abolition of land-grant railroad rates.

Tire Repair Applications

A change in operations, in the processing of applications for tire retreading, recapping or repair equipment in excess of \$85 retail value, has been announced by the War Production Board. The policy guiding the approval of applications, however, remains the same. Beginning Jan. 24 applications for these items will be filed with the field offices of WPB rather than with the Office of Rubber Director at Washington.

Bockstahler Heads Interstate System

Walter Bockstahler, Detroit, veteran motor freight and transportation executive, who in recent months has been in Washington as assistant director of the Division of Traffic Movement of ODT was recently elected president of the Interstate Motor Freight System, a trucking network covering 19 states in the Central West and East. He succeeds J. V. Sanner, Cleveland, who steps out as president after less than a year in the post.

Other Interstate officers and executive personnel remain. Mr. Bock-

stahler announced. These are: William F. Frohan, executive vice-president and general manager; George S. Norcross, secretary; J. J. Jannenga, treasurer; H. E. Schaebley, assistant treasurer; and Bryon S. Sproul, general traffic manager.

Shipment and Storage Of Ordnance

(Continued from page 12)

a unit of a standard roller conveyor length which automatically takes boxed items through a continuous spray and carries it to the discharging end of the conveyor by power driven belts on top of the conveyor. The entire spray chamber is inclosed and incorporates a catch pan which catches all spray liquid which is re-filtered and returned to the sprayer system. Only paint that is actually absorbed by the box is used.

Simplifying

As has been indicated, the army has been thinking along business lines in simplifying operations and contracting for services wherever it is possible to effect an economy thereby. Letterkenny was somewhat gratified when an attempt was made to contract for box and pallet construction. No contractor could be found who could produce these items within depot production costs.

Present Policy

In general the present policy of the depot is to reduce its operations to receiving, storing, packaging, and issuing ordnance materiel.

The depot is engaged in a number of repackaging, staining, and palletizing operations, until such time as all old material in storage has been reworked to meet new specifications and the producing factories has had time to set up to meet new shipment specifications.

The present policy of the Ordnance Department has been to complete operations such as clipping, belting and linking of cartridges, painting, and unit palletization, before the materials leave the factory shipping room.

New specifications and developments, however, always leave a certain amount of this type of work which falls upon the storage depots holding the obsolete packages. The storage depot in handling changes in packaging specifications always tries to combine this operation with a natural shipping or storage operation. For instance, this station has combined staining, unit palletization, and shipping. When properly synchronized a triple combined operation may reduce handling costs to half of that experienced when each operation is performed separately and at different times.

"Special" paint job— for WAR

MEN whose workmanship has brought Gerstenslager bodies national recognition for distinctive appearance now spray war paint on truck trailers to meet high speed production schedules for the U. S. Army. It is important work and they're doing it well.

When peace returns the same organization, kept intact by full-time war production, will turn its hand even more skillfully than before to the hauling industry's interpretation of "special paint job."

★ ★ ★ ★

Producing trailers for the Ordnance Department is now our chief responsibility but we have some plant facilities and a limited supply of materials for civilian production. We'll be glad to hear from you regarding immediate or future requirements in new or rebuilt van and trailer bodies.



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Consumer Post-War Buying Will Be Heavy Chamber of Commerce Survey Shows

Of the country's 35,000,000 families, almost two-thirds of the total, or 64 per cent name one or more purchases they would make if the war were to end tomorrow. Revival of time-payment plans on large scale held likely.

THE Chamber of Commerce of the United States has translated into family percentages the findings in its current survey of post-war consumer buying intent, with some interesting figures indicating possible post-war buying.

Of the country's 35,000,000 families, almost two-thirds of the total, or 64 per cent, name one or more purchases they almost certainly would make if the war were to end tomorrow, things they have found impossible or difficult to get with the war in progress.

The survey, just brought up to date, shows an ever-increasing public demand for things made scarce by wartime restrictions. It is based on samplings, through personal interviews with families making up the mass market of America—urban and rural families having incomes not in excess of \$4,000 annually. The figures

obtained are described by the Chamber as not constituting predictions of actual post-war purchases, but solely as a reflection of buying intention. It is added, however, that in many instances they probably represent sharp underestimates of the consumer demand likely to appear immediately after the war.

"For example," says the Chamber, "on types of purchases where the cost is nominal, many people do little or no advance planning and therefore the index of current buying intent on such items is less than the actual consumer demand that will likely develop when consumer goods are again available without restriction."

"Even on larger items, where advance planning is more of a factor, there is reason to believe that the revival of time-payment plans, and

the renewal of advertising and merchandising activities will tend to stimulate additional purchases by people who are not in the market today.

"Our report indicates that not only are people planning early post-war purchases, but they are also accumulating the necessary money for these purchases. More than half of all respondents, 51 per cent, say they now have accumulated savings equal to at least a tenth of their annual income. Thus, a majority of the people intending to make purchases will have sizeable savings reserves to help them carry through their plans."

Motor Cars: 10.5% families intend to buy automobiles.

Household Appliances: 7.5% families intend to buy mechanical refrigerators; 6.0% families intend to buy washing machines; 4.7% families intend to buy stoves; 4.0% families intend to buy vacuum cleaners; 7.3% families intend to buy radios; 2.4% families intend to buy sewing machines; 4.3% families intend to buy electric irons; 3.1% families intend to buy electric kitchen mixers.

Home Furnishings: 3.9% families intend to buy living room furniture; 1.9% families intend to buy dining room furniture; 3.9% families intend to buy bed room furniture; 4.5% families intend to buy rugs and carpets; 4.2% families intend to buy linoleum; 4.4% families intend to build, or buy a new home within six months after the war is over.

What they would do: 18.4% families intend to paint houses outside; 7.3% families intend to put on new roofing; 5.3% families intend to decorate interior; 3.1% families intend to modernize kitchens; 4.5% families intend to add rooms; 3.3% families intend to add new bathrooms; 2.7% families intend to add new porches; 5.1% families intend to install new heating equipment; 2.0% families intend to renovate present bathrooms; 3.5% families intend to make repairs; 1.7% families intend to install new plumbing; .9% families intend to refinish floors; 2.3% families intend to remodel outside; .9% families intend to finish attic or basement; 3.2% families intend to do miscellaneous jobs.

FAMILIES BY INCOME LEVELS

Income Levels	Years 1935-1936		Year of 1942	
	% at each Income Level	% Aggregate Money Income	% at each Income Level	% Aggregate Money Income
Under \$500.....	17.01	3.48	8.5	1.1
500-1000.....	29.53	14.75	16.1	4.8
Up to \$1000.....	46.54	18.23	24.6	5.9
1000-1500.....	22.14	18.04	16.0	7.8
1500-2000.....	13.14	14.98	14.5	9.9
\$1000-2000.....	35.28	33.02	30.5	17.7
2000-2500.....	7.50	11.09	11.3	9.8
2500-3000.....	3.74	6.76	8.0	8.5
\$2000-3000.....	11.24	17.85	19.3	18.3
3000-4000.....	3.43	7.76	11.2	15.1
4000-5000.....	1.17	3.45	6.4	11.1
\$3000-5000.....	4.60	11.21	17.6	26.2
5000-7500.....	0.96	3.79	4.6	11.2
7500-10000.....	0.55	3.12	1.5	4.9
10000 and over.....	0.83	12.78	1.9	15.8
\$5000 and over.....	2.34	19.69	8.0	31.9

Sources: (1) National Resources Committee: "Consumer Incomes in the United States, Their Distribution in 1935-1936." (2) Office of Price Administration: "Civilian Spending and Saving, 1941-1942." Compiled by Research Co. of America.

I AM fully conscious of the height, width, and depth, of the subject that has been assigned me: post-war warehousing. I feel this subject should not be limited to any one individual's thoughts, but to thoughts of many in the warehousing industry.

Fortunately, I have been actively associated with a certain group of warehousemen for the past several years. These gentlemen are scattered throughout the country; they are considered successful operators and keep well-informed on happenings relating to the warehouse industry; most of them are at the head of large operations. I have written to each of them requesting that they furnish me with their own individual thoughts on this subject, and have received their full cooperation with a 100 per cent response. These letters are extremely interesting and informative, and, I believe, contain many worth-while expressions. I have briefed these letters, and am happy to present them here.

Howell's Opinion

The first is from J. Wesley Howell, general manager, Haslett Warehouse Co., San Francisco, Cal., and general vice-president, American Warehousemen's Assn.:

"As usual, the rest of the regiment is out of step with me. I have had difficulty thinking along the lines of the business men with whom I have discussed post-war problems. I found myself in that position at our recent meeting in Chicago, first, because I do not anticipate any quick termination of the war, either in the east or the west, and, secondly, I cannot foresee a quickly following post-war period. Some of my friends appear to think that some day peace will be declared and immediately thereafter business as it was will proceed again. In my opinion, if the existence of what we call normal conditions, say, for example, those of 10 or 15 years ago, constitutes the post-war period, I do not expect to be a part of it. My feeling is that for many years after peace is reached we will have a continuation of what we have now, gradually, I hope, tending toward a time when free enterprise, competitive business not controlled by Washington, will again appear.

"For example, I read in the U. S. Chamber Review a statement concerning the guiding principle for a proposed United Nations Bank for reconstruction and development. It is but one of the many plans destined to set up a controlled economy to distribute products throughout the world and to create some kind of Utopia. This morning I read the Vice-President's article in the Post. It is all for private enterprise provided business conforms to his ideals. It is trite for me to comment on this. You have seen this thing expressed by many people in the Administration, and even if there is a change in that and someone like Mr. Willkie (whom I admire) is in the White House, a world-wide economy which will prohibit a free competitive system is definitely in the offing.

Expects Continued Controls

"Consequently, I do not expect that all of these Government buildings will

Post-War Warehousing

Symposium of opinions by representative leaders in the warehousing industry pose post-war problems and possibilities in regard to air cargo, government regulation, surplus space, operation costs and related matters in unique presentation of subject by well-known Texan warehouseman.

By G. K. WEATHERRED

*President,
Dallas Transfer & Terminal
Warehouse Co.*

o o o

be put on the market. Bureaus do not die easily. We will have some form of FDA, Lend-Lease, and so on, controlling our food distribution and we will have at least a few million men in our armed forces for some years to come. Supplying them, demobilizing some of them, the handling of their equipment, will use a great part of the new facilities. Of course, some of it will be available, the amount depending on the locality and the kind of use to which it has been put. In ports of embarkation, however, there will not be so much, because they will become ports of debarkation.

"As we are doing business with the Government now, so, perhaps, we will do when peace begins. I think most of us will find that it will be the backbone of our business, if it is left to private firms to handle and not put under governmental operation.

"Assuming that I am all wrong and the new warehouses will become available, I think that many of us will find it impossible to compete with them on price if they are put to public warehouse use. Most of us have multiple story buildings and relatively expensive methods of handling freight. In handling bulk lots, we just couldn't compete on a price basis against ground floor storage and fork truck and pallet operations. Taking our own situation for example, if such a time arrives and we could dispose of the buildings we have and could get hold of some of the Government warehouses, we could be far better off. Incidentally, here the new construction is three times the old public warehouse area.

Continued High Costs Likely

"Cost of operation will remain high. Taxes cannot decline. The social gains of labor will probably increase rather than decrease. We will have the burden of veterans' relief and bonuses. During a war, cost is no object, but when peace comes it may be considered. Consequently, the high priced operators may be in the discard.

o o o

This paper was presented before the recent annual convention of the Southwest Warehouse and Transfermen's Assn., at Dallas, Texas.

"If private hands are to operate these facilities, the men of our industry should be the ones to do it. They have the experience and the force of equity on their side for the privilege of doing so. We should plan accordingly.

"Thinking back over what I have just dictated, it seems that there might be a germ of optimism present in the last paragraph, but the rest of the missive has little to recommend it to those who see the bright side of things."

Frenzel's Opinion

The next letter is by Paul W. Frenzel, president and general manager, St. Paul Terminal Warehouse Co., St. Paul and Minneapolis, Minn., and president, Merchandise Division, AWA.:

"The total area now used for public merchandise warehouse purposes in the United States is approximately 150,000,000 sq. ft. of floor space, expanded from 115,000,000 in 1939. Fifty per cent of this total business is either direct government war business or results from various government programs. All of this space will be available for storage after the war, in addition to a tremendous area represented by war plant construction, unproductive immediately that victory is won. Warehousing's main problem is to see that this tremendous plant is utilized economically without involving ruination of a long established industry.

Bright Spots

"Bright spots take shape in the post-war picture. An increased export and import business, based upon the trend toward principles of free trade, basic in our good neighbor foreign policy, should benefit warehousemen in the port cities, although, obviously, not all of them to the same degree.

"After the war, the channels of trade will be filled with new commodities, the product of research activities. Astounding advances have been made along chemical and engineering lines. Products now deemed modern will be quickly outmoded through the improved use of new plastic materials and metal alloys. Some portion of these new products

will seek distribution through normal warehouse channels. Stoves, refrigerators, radios, washing machines, and kindred commodities are 'naturals' for the public warehouse, and to them will be added many another item not dreamed of a few years back. For example, prefabricated houses will be packaged and shipped from factories in carload lots for storage in warehouses in the territory where they are expected to be sold, available for immediate delivery from stock.

Day of Branch House Gone

"The industry expects new customers. Warehousemen propose to do much educational work among manufacturers and distributors. Branch houses are cumbersome and expensive, representing a luxury modern business can ill afford. Jobs and personnel required for branch house management are fixed on an all too permanent basis, regardless of sales and service needs of the locality served. To an organization that should have only sales and promotion problems there are added all the complications and headaches accompany the operating and maintaining of buildings, trucks, and shipping facilities, impairing sales efficiency. Warehousemen contend that the day of the branch house is gone, that it cannot stand up against the streamlined, inexpensive 'branch house service' offered by public warehousemen available in practically every important city in the United States. Warehousemen look forward to an increase in business from this source in pace with the education and enlightenment of sales and traffic managements of the country's industries.

"For many years before the war there was a steadily declining trend in jobbing houses in most classifications. Nothing yet indicates that the leveling off point has been reached. Stocks of merchandise available for immediate delivery, located close by, from which buyers can withdraw promptly, are important to successful selling. The public warehouse continues to offer this service at very moderate cost and a curtailment in jobbing businesses will produce additional demands for warehouse space and service.

Surplus Space

"No amount of wishful thinking can obscure the grave danger to established warehouses inherent in the millions upon millions of square feet of space added to the nation's industrial plants during the war. This post-war problem represents a potential serious threat, right now engaging the attention of the American Warehousemen's Assn., for over 50 years spokesman for the industry. Unless this threatened 'invasion' can be coped with, merchandise warehousemen will find themselves battling for very existence, regardless of otherwise bright prospects.

"Warehousing is an auxiliary business and generally prospers as does the country at large. With a written history extending back into ancient Biblical times, it would be strange, indeed, if this industry should fear the future. To the contrary, it believes that our country is young, strong, and alive, and faces the future confident

in its resources and in the resourcefulness and ability of its members."

Tilly's Opinion

The next letter is from Dave L. Tilly, president and general manager, New York Dock Co., New York:

"There are a number of post-war problems which the warehouse industry should, in my opinion, be now anticipating. I shall try to state a few of them, together with my thoughts on each. Their arrangement is not, however, in the order of their importance.

Labor-Saving

"It is reasonable to suppose that the post-war period will find the industry with a higher scale of wages than ever before. This being so, warehousemen would be well advised to give the most careful study to keeping the expenditure of man hours at a minimum. To accomplish this, labor-saving devices for all types of functioning, including physical operations and accounting, should be studied. Characteristics of physical structures, such as platforms, aisles, columns, elevator arrangement, etc., should be included.

"The warehouse industry is a part of the transportation and distribution system of commerce. As such it must render the maximum of service at a minimum of cost in order that it may truly perform a necessary service and further encourage the development of markets. The most careful consideration should be given to improving the nature of the service as it has heretofore been rendered.

Air Transportation

"Air transportation doubtless will have its effect upon warehousing as we have known it. Certainly one of its effects will be to require competing forms of transportation to speed up all of their functioning.

"The problem of surplus government-owned buildings and other surplus war space is tremendous. You doubtless know that there is considerable agitation in Washington today among business men generally and the real estate people concerning the attitude of the government toward the disposal of such space in the post-war period. If history is to repeat itself, the warehouse industry will find many of these buildings entering into competition with the industry upon bases which the average warehouseman cannot successfully meet.

"I doubt if warehousemen can successfully sustain a position that the government be restrained from permitting such space to come into competition with private warehousemen unless at the same time warehousemen are prepared to offer some practical and effective alternatives. It is probable that the post-war period will find a declared policy of maintaining some form of standing army and navy by way of compulsory military service, but even this would require but a small fraction of all of the space which has been built for war purposes.

Government Licensing

"Consideration of the problem of surplus space leads to the further

consideration of state or federal licensing of warehousing in a manner which would require the obtaining of certificates of public convenience and necessity.

This, as you know, is a highly controversial subject. The recent incident in California having to do with additional cold storage space is the clearest example of the effect of licensing or regulation of warehousing. You are so familiar with this subject that I will not enlarge upon it other than to tell you that in my opinion it is the most important matter which has been before warehousemen in the past decade."

Erickson's Opinion

The next letter is from Elmer Erickson, vice-president and general manager Midland Warehouses, Inc., Chicago, Ill., and past general president AWA:

"I am constantly mindful of the fact that the people of this great land of ours are quite ignorant about Government under our Constitution, and are sadly indifferent to their responsibilities for preserving this, our basic form of Government. Because such a situation does exist, I am inclined to be fearful sometimes and ready to say 'anything can happen.' In the same breath, however, it is difficult to believe that our Government will own and operate public warehouses in competition with privately owned public warehouses, at least for some time to come.

"In all of this I am assuming that you are thinking about the immense warehouse and shipping facilities constructed by the Government, and which are now being operated by the Government to take care of war requirements.

Government Warehousing

"I can foresee the Government's using such facilities for a long time after hostilities for warehousing both inbound and outbound shipments incident to the lend-lease program. Public warehousemen who have been handling this kind of business are not likely to retain much of it after the war because the Government's facilities are available.

"I have long had the feeling that the Department of Agriculture is only a few steps from warehousing agricultural products, including even some of those that have been processed. This development or thought is due to a bureaucratic trend rather than inadequacy of public warehousing facilities or shortcomings of the warehousing industry, a reputable enterprise of long time standing.

Dangers of Indifference

"Speaking of private enterprise reminds me to mention the thought that one of the most disturbing clouds now looming up is the indifference on the part of people engaged in private enterprise, and also people in private enterprises who by reason of selfishness and economic reasons are just as ready to do business with Uncle Sam as they are with the private operator. Witness those who first condemned Government's elec-

(Continued on page 66)

Difficulties and Opportunities Ahead In the Storage of Household Goods

Today, we face a situation paralleling 1930-32 with many accounts and records of good payments. But this can change in six months. Great care must be taken now in the liquidation of all accounts because of unforeseen liabilities involved. The highest reserves should be set up in anticipation of credit losses. We must be prepared to think in terms of lower costs obtained through warehouse efficiency.

ONE cannot approach the question of what will happen to the large amount of household goods in storage without a little apprehension and some wondering as to where we are going from here.

Let us review briefly the history of this business during the past 15 years. Our business, after the break in 1929, continued to grow and goods came into our plants in increased or steady flow until about 1932. At that time a depression was sweeping the country but had not hit the household goods warehouses as hard as it had hit industry in general. About that time, however, we began to face a rapidly declining sales volume in storage.

Depression Years

Long distance moving, at low prices, began to affect storage, because people were moving to other cities and taking goods with them instead of storing them. Many accounts also began to go bad. Accounts that had been paying well suddenly began to abandon goods in storage. Consequently, many warehouses had to liquidate accounts at a very fast rate. Large credit losses began to show up until 1934. By 1936, this liquidation was under control.

Another factor was the decline in the price of furniture and the ease of obtaining goods by small down payments. It became cheaper to buy new furniture than to redeem effects in storage.

Situation Today

Are we facing somewhat of the same situation today? I believe we are. I think it is safe to say that never before in this country's history have we shifted and transferred so many people about this country in so short a period of time. Whole areas of this country have been made over from a production point of view. When you remember that a man had to be there before production began and, in most cases, the man being there involved the storage and handling of his personal effects in our warehouses or the packing and ship-



By HERBERT C. NEAL

President
Mayflower Warehousemen's Assn.

• • •

ping of his personal effects either by van or by rail.

In view of this moving job that has been done, I, for one, want to pay tribute to this industry, to its national associations, to the long distance operators as well as each small independent operator who became partners and negotiated the largest mass movement this country had ever seen.

Caution Advised

This has produced an effect which calls for prudent appraisal now. These people in war production are augmented by another large group of people consisting of men in the armed services. As an industry, we are now at the high point of the storage business. Our customers are all over the world. Many people probably will stay on in places they now are which will require the shipment of a great amount of goods. Much will be left with us for a long time as paying and good accounts.

Today, we face a situation paralleling 1930-1932 with many accounts

and records of good payments. The ratio of accounts receivable to monthly income probably has gone to its lowest point in many years. But the tragedy of it is that this can change in six months. An account that has been paying for five years and then does not pay for one year is still a bad account, almost as bad as the one that did not pay for one year at the start.

Current Difficulties

We have many factors covering the sale of goods that we did not face in the last liquidating period. The Soldiers and Sailors Relief Act, for example, places obligations on the warehouseman, but we have not had clear interpretations by the courts. A short time ago we had a ceiling price placed on goods being sold for auction. Personal judgment, in the interpretation of this OPA order, is so broad that we may be faced with law suits from only the simplest sales cases. There are also other factors. Do we stand on the threshold of lower furniture prices? Changed materials may come on the market causing unusual obsolescence, and, thereby, increasing abandonment of goods in storage.

One can become so engrossed in the difficulties of business that it appears easier to close down than to operate. But that is neither sensible nor feasible. It appears to me that now is the time to do a little post-war planning to stay in business.

Opportunities

We must take care of the warehouse business. For years we have told the public that we can care for their valued possessions. And now is our opportunity to make good on that promise to all armed service men and production personnel.

It is almost needless to say that always the best investments we have are our own debts. A mortgage or bond called and paid for today is the best assurance you have of being the operator of your own business tomorrow.

Great care must be taken now in the liquidation of all accounts because

of unforeseen liabilities involved. The highest reserves should now be set up in anticipation of credit losses. Remember 1918-19. Ten years afterward we were still getting some inquiries regarding goods stored during the war. It may seem absurd, but reserves of 50 per cent on present accounts receivable may not be enough to cover the situation next year, or the year after.

We should think in terms of plant efficiency. We may, in the post-war period, face a greater problem in low cost distribution than in storage. Yet

we must be prepared to think in terms of lower costs obtained through warehouse efficiency. Of all industry using real estate and buildings, the warehouse business faces as large a problem as any in the sphere of plant obsolescence.

Policy

I do not think we should appeal to the government for aid in connection with our armed force business. Let's do the job as an industry just like we

did the original one of getting all of this production personnel placed all over this great country. We can do this, but not by having to pay taxes on hypothetical income.

Allow us to establish the proper reserves and we can aid the post-war period by being a fully solvent and aggressive industry. By this, I do not mean we should have special privilege in low taxes, but two liquidating eras in 25 years after great peaks of activity indicate the soundness of a very prudent policy in regard to reserves.

The Economy of Traffic Management

(Continued from page 21)

In the report of the United States Department of Commerce mentioned above is found the following statement on transportation and distribution costs:

"One of the most important expenditures necessary in the conduct of business is made for transportation service. Nevertheless, it is the one major expense regarding which least is known. It also is the one that many businesses make no attempt to administer, believing it to be a 'necessary' or 'dead' expense which must be paid without question, which cannot be reduced, and over which they have no control.

Conception Too Narrow

"One explanation of this is undoubtedly the too-narrow conception that is prevalent regarding what constitutes transportation costs. Instead of being merely the sums paid to carriers for hauling services, these expenditures are in reality much more inclusive.

"Business does not always give proper weight to transportation costs, largely because of current methods of accounting. Regardless of the merits of the accounting policy of including transportation as part of the cost of goods purchased, produced, or marketed, the significant fact remains that such procedure tends to obliterate transportation as a major cost factor. When the cost of purchased raw materials is being determined, it is the common practice to add inbound transportation to the cost of the goods; when the production or operating cost is desired, the plant-transportation, interplant-transportation, materials-handling, and storage costs are added to the actual processing cost; and when the cost of distributing or marketing is being figured, expenditures for outbound transportation are included with actual selling costs.

Separate Account Recommended

"Instead of maintaining a separate account for all transportation items, as is done for advertising, such expenditures are merged with these

other accounts and their identity and proper significance immediately lost. The outlay for transportation often represents so large a portion of the total cost of doing business that constant attention should be given the individual transportation items that comprise the total thus expended, with a view to controlling the amount."

This quoted statement has been included because it emphasizes the definite need for close attention to costs of transportation as related to distribution, and this close attention is not possible unless a separate account is set up for each specific major type of transportation charge.

To routinize the accumulation of basic data, properly to check charges and expenditures, and to study and analyze the resulting information, the accounting department must cooperate with a traffic department, not only in general affairs, but as regards details as well.

Checking Bills

The accounting department should never pay a freight bill until it has been checked by the traffic department as to weight of shipment, route, freight rate, etc. Where a transit privilege is involved, additional items arise in a freight bill which can be properly checked only by a traffic department. Not only freight, but all allied bills such as for demurrage, storage, etc., should first be checked by a traffic department before payment by the accounting department.

Loss and damage claims against carriers should be prepared and handled by a traffic department. However, in some companies such claims are filed by the accounting department, but in general this is poor practice. Where this procedure of the accounting department filing the claims prevails, it should be only in cooperation with a traffic department because the correct preparation and handling of loss and damage claims requires a knowledge of the applicable laws. When all is said and done, no matter how efficient an accounting department may be in its own field, it

can never properly handle loss and damage claims, not to mention the fact that such work cuts into the accounting department's regular operations.

Where a company sells on the basis of freight allowed with customers deducting freight charges, these charges should be submitted by the accounting department to a traffic department for verification.

Accurate Knowledge Needed

Checking of freight bills prior to payment, preparation and handling of claims, auditing freight allowances, these are only a few of the many examples of daily routine which could be listed to point to the need for cooperation between the two departments. Likewise in the "over-all" scope successful traffic control requires accurate knowledge, and executive judgment will be distorted to the extent that the data on which they are based is deficient and misleading.

To a New Jersey manufacturing executive there was recently submitted a report for a given month showing a transportation expense of 12 per cent of the total cost of doing business. This percentage figure appeared to be reasonable until analysis showed five items missing because they could not be segregated from the other accounts, and two items omitted through lack of appreciation of their proper relationship to the major item of the company's cost of doing business.

Test It Out

Such accounts as supplies and raw materials; manufacturing and operating; advertising and selling; capital outlay, insurance and administration, will supply items for a real figure of transportation expense. Should this line-up for transportation expense seem questionable, well, the executive can test it out in his own organization. If he does this he will discover some startling facts and, incidentally, gain increased knowledge as to the place of a traffic department in the business structure.

Watch the Ratio Between Fixed and Variable Expenses

Many factors will have an important bearing on the ability of a firm to maneuver profitably after the war, but the real secret to successful post-war operation lies in the size of the fixed burden. The firm with a high fixed expense is likely to find itself behind the eight-ball in attempting to cut overhead when volume decreases.

By FRED MERISH

AFTER World War 1, many concerns were left "holding the bag" because of over-expansion. Today, business men contemplate a similar hazard as they look toward the post-war period but in the light of present uncertainties, they can do little but watch and wait.

In this connection, much concern is felt about frozen inventories, bought at high war prices and sold at reduced post-war prices, reconversion expense, the re-capture of markets lost during the war, the acquisition of ample working capital for post-war operation, and high taxation.

Although these factors have an important bearing on the ability to maneuver profitably after the war, the real secret to successful post-war operation lies in the size of the fixed burden.

When Volume Decreases

Many concerns have experienced an unprecedented increase in dollar volume. At such a time, overhead isn't much of a headache, even when fixed charges are high because the increased volume indirectly reduces the fixed charge. Only when volume decreases, does the fixed charge ratio creep upward in proportion.

Even those concerns still on civilian production are able to sell output readily at minimum marketing expense, the saving offsetting a fixed burden that otherwise would be a hazard to profit.

But the post-war period is coming. Sales for concerns filling war orders will drop sharply and they may not be able to replace the loss with ample civilian volume. Then management with a high fixed expense will find itself behind the 8-ball in attempting to cut overhead when volume decreases.

"Overhead-ache"

Just as preventive maintenance is essential for efficient operation of trucks and machinery, so a watchful eye on the fixed-to-variable expense ratio will prevent the over-loading of fixed charges and provide the aspirin for an overhead-ache when sales do

a tailspin either right after the war or later on in the post-war period.

When the day comes that volume drops, then the ratio of fixed-to-variable expense will become an important consideration to profitable operation and now is the time to get the picture clearly in focus. It may be too late when the dip is under way. At such a time, the organization with low fixed charges has an easier time to economize and weather adverse conditions. This is one feature of overhead that too few managements ponder and explains why some are able to get out from under a high overhead with comparative ease, trimming their sales to stormy weather, whereas, others hit the rocks.

Two Case Histories

For illustration, let's take two case histories covering two concerns in the same territory, experiencing practically the same operating ratios and volume in 1941 before Pearl Harbor played havoc with our normal economy.

We'll call one concern A, the other, B.

Here is the 1941 profit and loss statement in condensed form for Company A:

Sales	\$608,000
Cost of sales	246,000
Margin of profit on sales	\$362,000
Overhead Expense:	
Fixed expense	\$210,000 (1)
Variable expense	105,000 (2)

Total overhead expense	\$315,000
Net profit on 1941 sales	\$47,000

That same year, Company B's figures were:

Sales	\$605,000
Cost of sales	244,000
Margin of profit on sales	\$361,000
Overhead Expense:	
Fixed expense	\$105,000 (1)
Variable expense	210,000 (2)

Total overhead expense	\$315,000
Net profit on 1941 sales	\$46,000

Along came 1942, with price control, shortages and other wartime re-

strictions. Both concerns were on civilian production with no possibility to convert to war work, so sales declined.

Company A's profit and loss statement for 1942 follows:

Sales	\$547,000
Cost of sales	228,800
Margin of profit on sales	\$318,200
Overhead Expense:	
Fixed expense	\$210,000
Variable expense	73,500

Total overhead expense	\$283,500
Net profit on 1942 sales	\$34,700

Company B's figures for the same year were:

Sales	\$543,000
Cost of sales	228,000
Margin of profit on sales	\$315,000
Overhead Expense:	
Fixed expense	\$105,000
Variable expense	147,000

Total overhead expense	\$252,000
Net profit on 1942 sales	\$63,000

Consider this enigma. Company A earned \$1,000 more than Company B in 1941. Both companies had practically the same volume, overhead and cost ratios. In 1942, both experienced similar volume again, yet, B earned \$28,300 more net profit than A. The joker lies in the ratio of fixed-to-variable expense.

Fixed and Variable Expenses

Many managements assume that an expense is an expense and although this is correct insofar as the dollar-for-dollar obligation is concerned, there is a big difference between a fixed expense and a variable expense in its effect on profits when sales swing low. Then, a high ratio of fixed expense may make it impossible to show a satisfactory profit with the best business management.

Company A's ratio of fixed-to-variable expense in 1941 was 2 to 1. Its fixed expenses were twice as many dollars as its variable expenses, whereas, B's ratio was just the opposite. Its variable expenses were twice its fixed expenses, or a variable-to-fixed ratio of 2 to 1. In 1942, when price control and war restrictions began to depress dollar volume, both concerns started to cut expenses to

(Continued on page 90)

'Free Enterprise' Requires a Program

(Continued from page 9)

Chamber of Commerce of the United States, and of other national associations, to formulate definite post-war plans and policies for their respective industries, and then attempt to correlate group plans into an overall national program for all industries, in so far as possible, then the words "free enterprise" would ring out with new meaning, and public confidence in business would be revitalized. Indeed, business itself would acquire fresh prestige, greater purpose and broader scope, in every sense.

This idea is not impracticable. Ideas far more visionary are being entertained every day with respect to post-war planning. Of course, there are obstacles. But they are not insurmountable. Men with vision, courage and resolution can accomplish much. Business never had better reasons, greater opportunity or a more urgent need to undertake sweeping and revolutionary changes in its structure and methods than it has today.

War has demonstrated the greatness and diversity of our productive capacity. The post-war problem is largely one of distribution. Of major importance in this connection is the necessity of lowering costs, and of passing on a substantial part of any resultant savings to consumers so as to increase consumer buying power. This cannot be done unless there is correlated planning among industrial groups.

Both the need and the desire for change are present. Surveys indicate that there is a wide range in distribution costs for consumer goods from a minimum of 25 to a maximum of 400 per cent, which suggests the nature of the need. Spokesmen for industry have stated that present methods of distribution are inadequate for post-war business, and have expressed a desire for more efficient and economical practices.

As Arthur H. Hood, director, dealer relations, Johns-Manville Corp., stated last month at the New England Sales Management Conference at Boston, "there has never been a time in the history of business so favorable to a complete overhauling of our distribution strategy, tactics and implements. Inventories are, or shortly will be, at all time lows. We can wipe the distribution slate clean and chart a more efficient structure from point of sales and consumption back to the factory. We have both the time and the opportunity to make indicated changes and adjustments in our distribution structures with a minimum of friction and difficulty, and to plan and act with utmost care."

Yes, now if ever, is the time for action on this front. If businessmen want free enterprise they must organize themselves, regulate themselves, prove to themselves and to the nation that they have something more concrete, constructive and workable to offer than a mere phrase.

Some Misconceptions Clarified

(Continued from page 9)

restraints upon competition. Thus the Act provides for 'competition to the extent necessary to assure the sound development of an air transportation system.' In this and other provisions there are stronger guarantees of competition than will be found in any other transportation legislation, and they are in no way modified by the Lea Bill. The Civil Aeronautics Board has ruled that 'the Act seeks a state of competition among air carriers.' In fact, despite the wartime equipment shortage, the CAB recently authorized a company not previously certified to institute a new airline." In short, the Lea Bill contemplates civil aviation privately owned and operated.

Concerning states' rights, it has been said that the bill sets up a new declaration of national sovereignty which involves a violation of states' rights. This also is untrue. "Section 4 of the bill," the Bulwinkle statement declares, "contains a declaration of national sovereignty in our air space, which, with one minor and insignificant change, is taken word for word from the existing law, and is included in the Lea Bill only because that bill is codifying present civil aviation law. The declaration of sovereignty states that the national sovereignty in the air space above the United States is declared to be possessed and exercised completely and exclusively by the United States of America. This means that Congress will be reaffirming the fact that in our air space no foreign nation and no combination of nations is to be permitted to exercise national sovereignty. Our own air space is not to be thrown open to the world. This declaration in turn was, when originally adopted, based upon the Havana Convention on Commercial Aviation to which this nation is a signatory and which declares that each signatory party 'has complete and exclusive sovereignty over the air space above its territory and territorial waters.'"

In this connection also it may be suggested that the development of aviation and the pressure of economic necessity may eventually compel us to reconsider some of our inherited ideas concerning the importance of states' rights.

In regard to surface carriers, it has been said that the Lea Bill would permit the Civil Aeronautics Commission to regulate surface carriers with respect to a continuous air-surface shipment or trip. This likewise is stated to be untrue. "The definitions of foreign and domestic air commerce," Mr. Bulwinkle says, "refer to 'carriage by aircraft' in commerce, whether such commerce moves wholly by air or partly by air and partly by other means. It will be seen that it is only the 'carriage by aircraft' which constitutes the subject of the definitions and therefore the subject of regulation by the Act. The reference to commerce moving partly by air and partly by other means is merely to negate any possible implication that on a joint movement the carriage by aircraft portion of

(Continued on page 86)

People . . .



M. J. Tanzer, formerly manager, Crooks Terminal Warehouses, Inc., Chicago, is now with the Defense Supplies Corp., Warehousing Division, Reconstruction Finance Corp., 208 S. La Salle St., Chicago.

Dr. John H. Frederick, air cargo editor of D and W and professor of transportation and industry, University of Texas, has been elected president of the Austin, Texas, Chamber of Commerce. He has been a director and one of the vice-presidents of the Chamber for the past two years, and had charge of the traffic and transportation bureau. Under his direction a survey was made of war-time local transportation needs in Austin which was adopted as a model by numerous other cities in the country of 100,000 population.

F. Eugene Spooner, former editor of DandW, and until recently executive secretary, Household Goods Division, American Trucking Assns., has been appointed assistant to **Leon F. Banigan**, managing director, National Council of Private Motor Truck Owners, Inc.

E. A. Englund, former t. m. for Beatrice Creamery Co., Chicago, has assumed the duties of Chicago traffic manager for American Transportation Co., large midwestern motor trucking concern. (Slawson)

Frank Henderson, American Dock Co., New York, was re-elected last month for a fifth consecutive term as president of the Warehousemen's Assn. of the Port of New York, establishing a new precedent in the history of the organization, which represents the principal waterfront and inland merchandise warehouses in the metropolitan area. **E. W. Ford**, Baker & Williams, was re-elected vice-president; **J. Leo Cooke**, Lehigh and Lackawanna Warehouse Organization, was elected secretary, and **H. A. Stetler**, Henry I. Stetler, Inc., was re-elected treasurer. **F. T. Leahy** continues as executive vice-president. New directors elected are **C. E. Hicks**, New York Dock Co.; **Frank A. O'Hara**, Manhattan Refrigerating Co., and **H. E. Simpson**, Bowne-Morton's Stores, Inc.

The following officers have been elected by the North American Van Lines, Inc., Cleveland, O.: **Merle Fullerton**, president, Youngstown; **C. E. Williams**, vice-president, Mansfield; **Geo. H. Louderback**, treasurer, Philadelphia; **C. P. Garvey**, secretary, Buffalo. **V. E. Freeman**, Cleveland, was re-appointed vice-president and general manager.

Howard S. Welch, former vice-president and general manager, Bendix Aviation Export Corp., has been

named export sales manager for the Sperry Gyroscope Co., Brooklyn, N. Y. (Kline)

Eldon Richardson, general traffic manager, Lever Bros., Co., Cambridge, Mass., has been loaned by that firm to the Government. Mr. Richardson is now in Washington, D. C., as special assistant to **Lt. Col. Ralph M. Olmstead**, deputy director, Office of Distribution, War Food Administration, and will have much to do, it is said, with the warehousing and transportation activities of that agency. Mr. Richardson is well known in warehousing and transportation circles, and is widely recognized as a traffic authority. He has been with Lever Bros., Co., since 1920. Prior to that, from 1907 to 1920, he was with N. Y., New Haven & Hartford and the Boston & Albany Railroads. He is 55, and has two sons who also are connected with transportation and warehousing: **Merlyn E.**, a graduate of M.I.T., who is with Philadelphia Piers, Inc., and **Lt. John L.**, of the Army Air Corps, who is specializing in army warehousing.

Charles Tait, prominent steamship and terminal warehouse executive, has resigned as vice-president and director of Rothschild-International Stevedoring Co., the Olympic Peninsula Stevedoring Co., the Washington Stevedoring Co. and the Steamers Service Co., to establish his own business under the name of Tait Stevedoring Co. (Haskell)

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Charles Delano Bradley, district manager, Waterman Steamship Corp., was elected president of the Ocean Freight Agents Assn. of Chicago.

L. R. Gault, president of Western Transportation Co., and **Capt. Homer T. Shaver**, general manager of Shaver Transportation Co., were elected chairmen of the boards, respectively, of the Columbia Basin River Operators and Columbia River Tariff Bureau at the annual meeting of the two organizations. **Mark H. Beach** is executive secretary of both groups. (Haskell)

Thomas J. Lozano, formerly cargo manager, Isthmian Steamship Co., has been named mail and express traffic representative for the New York district of Transcontinental & Western Air, Inc.

American Airlines, has announced the appointment of **Roger Williamson** as assistant to **O. M. Mosier**, vice-president, and his assignment to the Washington office. Williamson is former secretary to the Senate Commerce Committee under Senators Copeland and Bailey.

Irving M. Peters, t. m., Corn Products Refining Co., Chicago, was chosen chairman of the Midwest Shippers Advisory Board, at the January meeting of the organization in Chicago. Mr. Peters served as Board secretary during 1943 and in his new post succeeds **F. A. Schleifer**, t. m., Franklin County Coal Co., Chicago. For alternate general chairman the Midwest Board selected **A. H. Schwietert**, director of transportation, Chicago Assn. of Commerce. **C. F. Devine**, traffic director, Silica Sand Traffic Assn. of Illinois, Chicago, succeeds Mr. Peters as general secretary. (Slawson)

E. J. Leger, general t. m. for Butler Bros., Chicago, was elected general chairman of the Industrial Traffic Council of Chicago for 1944, and **Gordon E. Riley**, t. m., U. S. Gypsum Co., became the general vice-chairman. The Council, which is a division of the Chicago Assn. of Commerce, is composed of 400 traffic representatives of Chicago area firms. Leger succeeds **M. S. Allison**, assistant secretary, Cement & Tile Corp., who served as general chairman the past two years. (Slawson)

Frank M. Burns has been appointed superintendent of the Ashtabula & Buffalo Docks at Ashtabula, O., on Lake Erie, succeeding **Capt. E. O. Whitney**, who retired Jan. 1. (Kline)

Capt. E. C. Burke, Reiss Steamship Co., Port Huron, Mich., has been named 1944 chairman of the naviga-

(Continued on page 102)

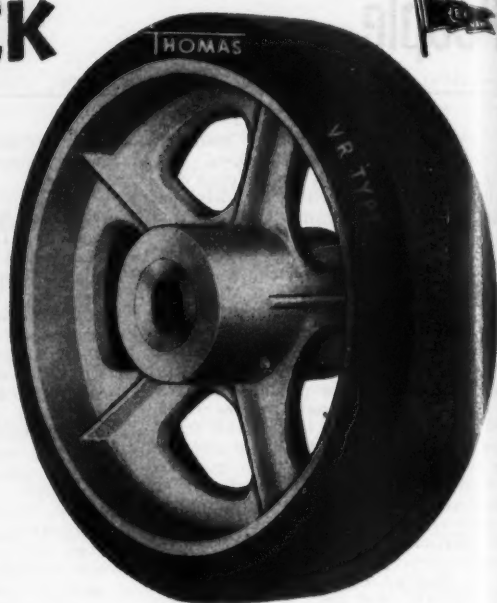
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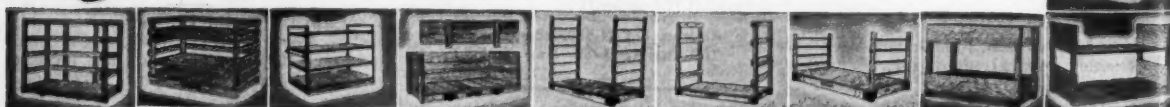
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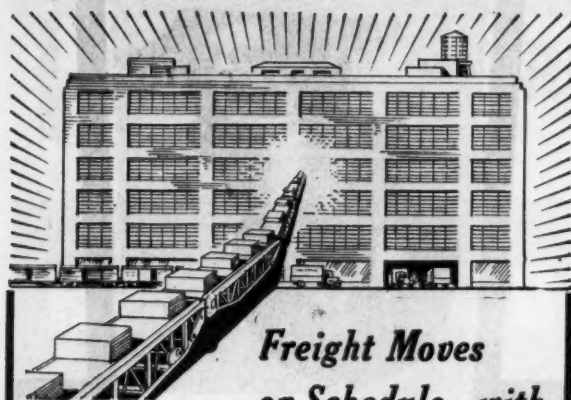
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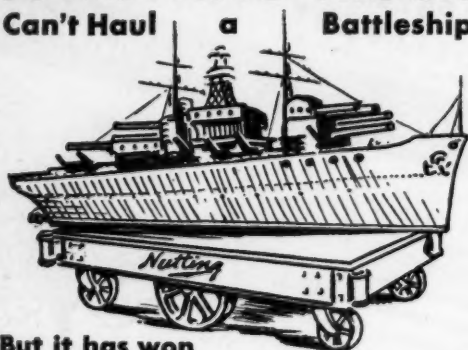
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Modern air conditioned offices.**Bekins Expands in Seattle**

In order to take care of the increased volume of storage business and better serve the Seattle area, Bekins Moving & Storage Co., has purchased the warehouse building located at Westlake Ave., N. and Mercer St., Seattle, Wash., and according to Claude Bekins, general manager of the company, a number of improvements necessary to expedite the handling of moving, storage, packing and shipping orders have been completed.

The four-story building has a frontage of 60 ft. and is 120 ft. deep with 30,000 sq. ft. of storage space. Included are two loading platforms and complete facilities for storing all types of household belongings, with special storage for upholstered furniture, rugs and pianos.

Wins Ordnance Banner

The Archer plant of Acme Steel Co., Chicago, Ill., has been awarded the Army Ordnance Banner for meritorious production. The citation stated that the recognition given was for "supplying ordnance with normal and emergency demands promptly and with the greatest degree of co-operation."

Greater Use of Steel Strapping Likely

(Continued from page 15)

ping for protecting shipments is one of the outstanding developments of the war. From carloads of gas bombs to packaged shower stalls for barracks, from clothing for war refugees to combines and ration packs are but a few of the items included in the list of materials that have been shipped successfully by strapping.

An unusual application is the use of strapping for making bayonet

practice dummies from willow branches. Another is the "packaging" of six-ton capacity army trucks for overseas shipment and the use of steel bands for making wooden culverts.

In the opinion of many shippers, steel strapping is here to stay and many new uses for it are likely to be developed in post-war shipping and handling operations.

Flat steel bands provide a safe and economical method for bracing and shipping combines. Visualize the maze of heavy bracing which would otherwise be required.



Value of Missouri River Emphasized By War and Flood Control Programs

KANSAS CITY, Mo.—The war has proved the value of the Missouri River as a freight carrier. A navigable Missouri from the Kaw to the Mississippi, carrying toward the sea and battle fronts enormous cargoes of war material, has given Kansas City a much greater share in the war production program than if the area had been dependent wholly upon already overburdened railroad facilities.

The chief products originating here have been tank landing ships and other invasion craft produced along the river banks and used for Allied spearhead operations in Africa, Sicily and Italy. Those vessels received their first water baths in the Kaw and the Missouri Rivers. Some of the invasion ships navigated the Missouri under their own power. Others were lashed together and towed downstream en route to the war fronts.

The Navy Department informed Harry Darby, one of the largest local producers of invasion craft, that at least one flotilla of his produced in Kansas City crossed the ocean under its own power in a giant convoy loaded with war supplies.

The levee construction job recently completed here required the moving

of 3½ million cubic yards of soil, which was done in the record time of 78 days, according to Col. R. E. M. Des Islets, district engineer, who pointed out that a peacetime project of such proportions would have required a year and a half. The task was accomplished despite floods, bad weather and shortage of equipment and skilled manpower.

"Never in the history of the river have the people who live and farm along its banks been as well protected against the danger of flood water as they now are," Col. Des Islets said recently. "The levees just completed are the highest and strongest that have been built along this river."

The Colonel added that the levee system, when integrated with the over-all river improvement program soon to be submitted to Congress for final approval, will provide permanent and complete flood protection for the entire Missouri River valley. (Lowry)

New Subsidy Rates On Northwest Apples

The War Food Administration has announced an increase in subsidy

rates payments made to equalize freight costs on shipments of apples from Washington, Oregon and western Idaho; it also extended the equalization program to receiving zones not originally named. The new schedule is retroactive to Dec. 13, last, and applies to eligible shipments reaching destinations within prescribed zones on and after that date. The new schedule is as follows:

Shipments into OPA's Zone 1 will be eligible for rates increased from 40c. to 51c. per box and 82c. to \$1.12 cwt.

Shipments into Zone 2 increased 21½c. to 41½c. per box and 43c. to 83c. cwt.

Shipments into Zone 3 (Dakotas and parts of Nebraska, Kansas, Louisiana, Texas and Oklahoma) and Zone 4 (Wyoming, Colorado, Arizona and parts of Oklahoma, Texas and Utah) also are eligible for payments of 4c. and 6½c. per box and 8c. and 13c. cwt. (Gidlow)

ODT Extends Control Over Freight at Ports

(Continued from page 20)

action necessary to preserve the fluidity of a port. The order further provides that if the freight is loaded on a railway car, it may be ordered removed to free the equipment for other use.

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California Now Grows Licorice Root Needed for Drugs, Candy and Foamite

Before the war the United States imported between 60,000,000 lb. and 100,000,000 lb. of licorice through one eastern processing plant alone, from sources in the Near East, Russia and Spain. In mid-November last year the first carload of California licorice root, long ignored as a useless weed, moved to the Eastern seaboard for use in drugs, medicines and candy, and for use as an extinguisher of oil fires. This is the beginning of a new California industry that will help to make the nation independent of foreign sources for this important raw material.

The California licorice comes from Kings County. It was sown in the early '90's by the University of California with seeds brought from Asia Minor, but was neglected and considered a weed. The plants, however, are said to compare favorably with imports from any known area and are said to give a greater yield per acre in California. The importance of the "weed" was brought to light through the efforts of Monroe C. Kidder, director, Division of Drug Plants for the State Department of Education, working through the Cali-

fornia Polytechnic School at San Luis Obispo.

Although best known for its use in cough drops, licorice has an important wartime job: it is the main ingredient in foamite, which is used to extinguish oil fires and is now standard in supplies for battleships, oil tanks, pipe line headquarters, and fire trucks. (Gidlow)

California University Has Air Cargo Course

Growing interest in world-wide aspects of air cargo has prompted the University of California at Los Angeles to establish a course in international air transportation.

George L. Strehlke, district manager, Pan American World Airways, who has been named conductor of the course, has planned it in the form of a symposium. Men prominent in the aviation industry will present lectures on the practical aspects of shipping goods by air, market analysis, routes of the future and types of aircraft. (Herr)

Rail Subsidiary Buys Motor Carrier

The California Railroad Commission has authorized Pacific Motor Trucking Co. to purchase the equipment, physical property and highway carrier operating rights of Holmes Express for \$50,000, following testimony at a CRC hearing which showed that the transfer of the trucking rights would furnish much needed relief to PMT's parent company, Southern Pacific Railroad, would simplify handling of freight from Oakland, San Jose and Los Angeles into San Francisco, and eliminate the use of 1292 railroad cars per year.

Testimony showed that under existing rail operations it was necessary to raihhaul freight originating in Oakland, Los Angeles and San Jose into San Francisco for consolidation into San Francisco box cars when destined to points on the San Francisco peninsula intermediate to that city and San Jose. This, it was testified, resulted in cross-hauls that would be eliminated by transferring such traffic to distribution trucks at San Jose.

The former method of handling i.e.l. rail traffic through freight stations at peninsula destinations would also be eliminated by using trucks to by-pass the stations and delivering direct to consignees from line-haul trucks, the CRC was told. (Herr)

Readers' Comment . . .



Air Transportation

"In the November issue of *D and W*," writes Paul Hurzeler, Hurzeler Bros. Transport, Bridgeport, Conn., "I read with interest the article on 'The Motor Carrier and Air Cargo' by Harry S. Pack of the Pennsylvania Central Air Lines.

"Having been interested in air transportation for 15 years, I would like to voice my opinion along these lines:

"Back in 1930, when I was flying, I tried to get an air freight line started covering the entire territory east of the Mississippi River. We were just starting at the beginning of the depression. Still I had the courage and faith to start the enterprise.

"Having the necessary permit from the Aeronautic Commission I started soliciting all corporations through-out the east to find out how interested they would be in shipping by air. At that time I received some rather encouraging information which certainly gave me a lot of enthusiasm to go forward with my plans. The best

'plane at 1930, for the type of work I had in mind, was the Ford Tri-Motor which could carry two tons.

"Air ports were scarce then and only larger cities could be served, but I figured sooner or later this nation would become air minded, which has proved to be true. The only reason I could not get the air line started was that I couldn't obtain enough financial backing.

"Thirteen years have elapsed which is a short time considering the tremendous strides that have been made in aviation and the thousands of air-ports now in use.

"We certainly are ready for air transportation, but now that everyone is interested in it, it's a question who should control the air lanes. I believe they should not be controlled by one or two corporations, or that too many should be in the game.

"In reference to the type of planes to be used there is no question but a lot of equipment could be used which the army has no use for and at considerable saving of money, but which, of course, would have to be converted

for freight use.

"While the cost of a fortress is around \$300,000, after the war I'll venture to say that the same plane built as a transport will only cost one-half that price. I might add that using a two or four-motored plane would depend on the type of freight carried.

"In using a plane for freight purposes it would be very unwise to pick one that has too high a speed, or having too short a wing spread, thereby losing tonnage for the sake of speed.

"Trying to keep a schedule would depend on weather conditions.

"It wouldn't be necessary to have more than a pilot and co-pilot on each plane. As each plane is loaded with freight, all Bills of Lading could be forwarded by the co-pilot at the next destination, thereby eliminating the expense of another man, plus weight.

"After the war we will have a higher standard of living, thereby making it possible to ship a great deal more goods by air as speed and more speed will be the governing factor. For one

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thing a great deal more mail could be carried by the airlines, and making air-mail letters four cents instead of six cents would certainly add to the revenue of the operating lines.

"In closing," Mr. Hurler adds, "I suggest getting those air freight lines started as soon as possible. There will be plenty of problems to be ironed out, but don't let anyone think that air transportation isn't going places. As planes can be made to destroy nations so can they be used to build nations in time of peace."

Valuable Information

"We appreciate and thank you for the three copies we have received of *D and W* magazine. They are extremely interesting and they do contain much valuable information," writes F. E. Sheridan, t.m., Wm. Wrigley, Jr., Co., Ltd., Toronto.

"Incidentally we are pretty much in the same frame of mind as the manager of the large pump manufacturing company you refer to, and are, therefore, enclosing our cheque covering a three-year subscription."

Buy

Westinghouse Electric & Mfg. Co., Pittsburgh, has purchased the American Sheet and Tin Plate Co. at New Philadelphia, Ohio. (Kline).

Reopens Denver Branch

United States Rubber Co., has reopened its Denver, Colo. branch at 1513 Wazee St. as a distributing point. H. E. Noonan, former district manager at Denver, will be in charge.

Motor Transport Display



Fruehauf Trailer Co., Detroit, Mich., has prepared a colorful exhibit, designed to aid in the promotion of war bonds and showing the contribution that motor transportation is making toward winning the war. The display is for use in bank lobbies throughout the country during 1944, and will be shown for 10-day periods in more than 500 banks. The exhibit illustrates motor transport at work hauling the raw materials, parts and assemblies that go into the building of planes, ships and other tools of war.

Garage Sold

Wilson Fly Corp. has purchased the old Lockwood Garage, 300 Madison Ave., Memphis, Tenn., and an adjacent lot from State Mutual Life Assurance Co. for approximately \$45,000. A portion of the building is being leased to Motor Transport Co. of which Mr. Fly is president. The company operates a freight line from Memphis to St. Louis, and also gasoline tank trucks. The lease was effective Feb. 1 and a \$5,000 remodeling program is said to be planned. (Grissam)

Charter Issued

The Virginia State Corporation Commission has issued a charter to Upton Storage, Inc., Norfolk, Va., to operate a storage warehouse. The firm has a maximum capital of \$100,000. L. J. Upton of Norfolk is president.

Alcohol

Grain Products, Inc., headed by Claud J. Hanscom, announces the rehabilitation of the old Carver Winery at Oregon City, Ore. The new firm has started distilling alcohol from cull apples and prunes, and is turning out from 600 to 1,000 gal. of 140-proof alcohol daily. Ben F. Walling is plant manager. (Haskell).

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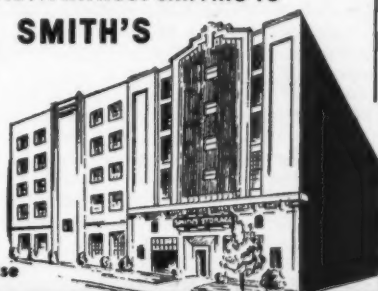
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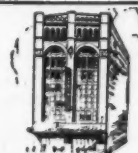
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CAB Official Foresees Opportunities In Broad Development of Air Cargo

(Continued from page 29)

templating its handling large volumes of cargo. For example, effective provision will have to be made for air cargo terminal facilities on a scope which does not now exist.

Value of Speed

"The fact that the airlines have carried as much cargo as they have indicates that speed has very tangible values. The speed of air and surface freight facilities stand in sharper contrast than do air and surface passenger services. It still takes about three days for less-than-carload shipments of freight to go from New York to Chicago by rail and about eight or nine days to go from New York to San Francisco. Rail express times for these movements are 18 hours and 84 hours, respectively. These are to be compared with air cargo times of five or six hours and approximately 20 hours.

Must Keep Open Minds

"These last few points illustrate that consideration of the soundness of proposed new services cannot be

along too conventional lines. New developments in aircraft and operating techniques will require revision from time to time of opinion as to air transport's fields of utility. The greatest advantage it has to sell is time and new developments can be expected to widen the range within which it can offer that advantage. However, everyone has some limit on the amount of premium he is willing to pay for speed. Any consideration of air transport in the transportation picture of the future must take into account the prospective cost of air service.

Rates

"Air express rates are now around 70c. per ton-mile. This compares with average rail express rates of 11c. per ton-mile, and rail freight rates ranging from less than a cent per ton-mile to about 6c. for some less-than-carload freight.

"Air cargo rates will come down drastically in the future. Present air transport overall ton-mile costs are around 35c. to 40c. Therefore, even

now, costs would permit substantially lower cargo rates. Most of the discussion I have heard on the subject concedes that costs may be reduced to 10c. per ton-mile in the reasonably near future. However, this is still many times the cost of surface transportation which measures its ton-mile costs in mills. (Wellington)

New Air School to Feature Air Cargo

(Continued from page 30)

tional runway will also be graded and sodded.

Contracts for grading and other preliminary work were to be let early this year and architects were drafting plans for the buildings, which will include hangars, control tower, passenger and freight terminals and laboratories. The airport will be available at all times for public use and it is expected that financial returns will pay operating costs. Initial funds for land and construction were provided from state and federal appropriations.

The new facilities, it is anticipated, will make the Illinois University the nation's chief center for research in air transportation, adding thereby to the international reputation already won for research in highway and railroad transportation fields. (Slawson)

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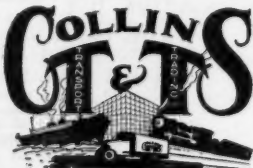
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For the time being the research program will be in charge of Dean R. D. Carmichael of the Graduate School and Dean M. L. Enger, of the College of Engineering, it was announced. Coordination of the various projects conducted by the different colleges and departments will be the responsibility of Prof. M. K. Fahnestock, assistant director of the Engineering Experiment Station, while Prof. James J. Doland of the civil engineering department is supervisor of construction work. (Slawson)

job of gearing this country up to war pitch and of implementing our will to win with the guns and ships and planes. This effort will have to continue unabated until the enemy is utterly defeated. It will continue, I am convinced. Then after we have

shared in writing the peace, we shall go on—government and business—strong in our new found unity, mutually benefited by our joint good job of war work, and convinced firmly of our interdependence, to take our rightful place in a world at peace."

Post-War Trade Possibilities in China
Tremendous, West Coast Exporters Told

(Continued from page 31)

International Commerce
Essential, Crowley Says

(Continued from page 31)

government should not do what private industry, commerce, trade or banking can do as well or better. In the development of the tremendous potential post-war need for construction, however, it will probably be necessary for government to be of assistance to private industry and to private banking. The task is of such dimensions that it will require the joint efforts of business and of government for its adequate fulfillment.

"I want to leave with you a caution against expecting too early or too complete a resumption of peacetime private trade. Government and business have done an extremely effective

goods probably being greater than in pre-war days when representation was concentrated in a few large commercial groups.

The speaker stressed the need for intelligent cooperation between the home office of a company in the United States and the representative in the Orient.

"The representative in China needs some one at the home end who understands what he is trying to do over there and what he is talking about, so that if he requests merchandise be sent in a certain way, that request be heeded," she said.

The importance of training men to an understanding of how business is conducted in the Orient was emphasized by Mrs. Ochs, who urged that Oriental representatives be used by American firms whenever possible.

"You may know your product," she said, "and you may be very successful in distributing that product in the United States, but the methods of distribution, payment and handling of merchandise after it gets to the Orient are so different that it would be a serious mistake to trust its distribution and merchandising to persons who have never been to China.

"Post-War China will have tremendous potentialities for the sale of American goods. It will be a marvelous field because practically everything will be needed. China will come back, and rapidly. There will be a great opportunity there for the American business man, but it will be a field in which conditions must be studied carefully if the opportunities are to be realized to their fullest extent."

Glass Coal Chutes

Glass coal chutes said to be more durable than steel, and, today, more easily obtainable, are reported in successful operation. One of the glass coal chutes at the Locust Coal Co. breaker, Shenandoah, Pa., is shown in the accompanying illustration. H. B. Weed (left), of the Pittsburgh Plate Glass Co. displays a section of Carrara glass used in the chute. William H. John (right), foreman of the breaker, displays a section of worn-out steel plate, while John Ruchinsky, assistant foreman, looks on.

Five glass chutes are now in use in the breaker. The original installation was made in May, 1942. Alternate sections of Carrara glass and steel were used for the experiment, making possible an ideal comparison between the two materials. It was found that the steel plates had to be replaced about every three months because of wearing through caused by sulphur water and the abrasive action of the coal.

After a year and a half, the glass installation is still in use. Although carrying an average daily load of 100 tons, there has been no breakage, it is said, and very little sign of wear or abrasion.

Glass, in addition to its wearing

qualities, is said to be much smoother than steel, which makes it possible to flow materials down a chute that has



less pitch. Glass may also be used in spiral chutes and for other materials than coal.

The Situation In Fibre Containers

(Continued from page 33)

ment orders, and L-317 stating that users of fibre containers may exceed neither their footage nor their tonnage quotas.

New Containers

On the brighter side of the picture, the war has telescoped research time and forced the development of new containers that ordinarily would have taken years to produce. This is not the time to go into details. Suffice it to say that the V box alone has accomplished an almost incredible result. Two years ago we would have thought it impossible to produce a .100 solid fibre testing 750 lb. Mullen dry after 24 hours immersion in water with no ply separation. Yet this is being done today by a score of manufacturers using both jute and kraft and, in many cases, even getting tests as high as 900 dry and 700 wet. We have learned to produce paperboard packages for small arms ammunition, field rations and drugs that will stand prolonged immersion in water without injuring the contents. All these developments will be of great value to the pharmaceutical as well as all other industries.

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Post-War Warehousing

(Continued from page 42)

tric power establishments and then rushed in to avail themselves of advantages at the taxpayer's expense. Witness those in industry who are pointing the way to advantages, even though unsound, in hookups with a bureaucratic Government and today finding listeners. Witness some men in our own long-established industry who would seek possible advantage for the future by way of federal control of our industry's operations, and more particularly rates and charges.

Evils of Controlled Rates

"I think the federal or state control of public merchandise warehouses would be the very worst that could befall us, whether in normal times, war time, or post-war time. It might even be worse in a post-war period when, with due respect for the statutes on the books, the public interest and the rights of all, suggests that we should be unshackled and free in dealing with day to day post-war problems and insuring a movement forward in our field of service. Who would put a check-rein on a horse that has to swim a rushing stream?"

"Control could only serve to retard our ability to quickly meet changes in marketing as well as transportation. Further, controlled rates would serve as an umbrella for an unsound industry expansion. I needn't remind you

of experience under the NRA, as perfect a trial as we could ever hope for. Never before did I realize how many conditions would be advanced to 'justify' tariff supplements which provided for reduced rates. Who is there to deny the public reduced rates? Who is there to deny John Brown, American citizen, to open a hardware store or a delicatessen store, or a public warehouse if he is mentally and economically sound?

Not Pessimistic

"I have the feeling that business, the public and Government, will see that reasonable controls are maintained through at least the early phases of change-over in the post-war period. A runaway price inflation would be terrible from every viewpoint and especially for those who are returning to us from the armed forces and war work. I rather feel that the return to living in more peaceful times will be gradual, that as soon as consumer goods get into production, the biggest selling and distributing activity that ever faced American and commercial interest will be found in supplying the post-war needs. In addition, there will be a tremendous lot of home building.

"As you know, I am certainly not a dyed-in-the-wool pessimist. I am certainly hopeful for the future, be-

cause I believe that people will become more and more enlightened about economics and Government."

Justice's Opinion

The next letter is by Warren T. Justice, president and general manager, Pennsylvania Warehousing & Safe Deposit Co., Philadelphia, Pa., and past president, Merchandise Division of AWA.

"We in the East are giving the post-war warehousing subject a lot of thought, but without accomplishing very much.

Government Competition Feared

"The subject bothering us most is, what is to become of these tremendous buildings which the various branches of the Government have built for their use, and also the tremendous increase in factory buildings that have been constructed by the Government for various manufacturers, many of which we do not believe will be required either by the Government or the manufacturers after the close of the war. Our experience in the last war was that much of this distressed property found its way into warehousing operations. For instance, in Philadelphia alone, the buildings that have been erected by the navy and army and for various manufacturing purposes exceeds by many times the area that was devoted to warehousing previous to the outbreak of the war, and if only a fraction of this space were to find its way into the warehousing field, it would still

be a very serious factor, and we fear this competition more than we fear the competition from improved transportation methods.

Federal Regulation

"There has also been some talk of the possibility of federal regulation of warehouses under the Interstate Commerce Commission, under which the danger of these buildings coming into competition as warehouses might be eliminated under the certificate of necessity and convenience clause and grandfather rights, however, it is the general opinion of people to whom I have talked that the disadvantages of regulation would greatly overcome any advantages.

"It is the general opinion that the warehousing business will continue good at the port warehouses after the close of the war due to tremendous imports."

Avery's Opinion

The next letter is from Mr. Horace C. Avery, president and general manager, Union Terminal Warehouse Co., Jacksonville, Fla., and former general president of AWA.:

"I have no definite thoughts on post-war warehousing at the present time, except that I would be violently opposed to the federal ownership and control of the warehouse industry. I am further opposed to the Government expansion in any way in the control of private industry. Already we are finding that all Government control and operations are expensive, inefficient, and tend to destroy free

enterprise and initiative. If our country is to continue to progress and our people enjoy their present high standard of living, then the system of free enterprise must prevail.

Air Freight

"Unquestionably there will be a tremendous development of movement of freight by air in the post-war period, but how much this will affect our storage and distribution business, I cannot foresee. I can only say warehousemen should be forewarned, alive and alert, and watch the trend from day to day."

Cole's Opinion

The next letter is by Frank M. Cole, general manager, Radial Warehouse Co., Kansas City, Mo.:

"Warehousemen that give the slightest thought to post-war days must be apprehensive of the additional space that will be available for warehousing, and you know how easy it is for the owner, or anyone else for that matter, to think of employing space for warehousing, as initial expense in providing some facilities for service is not great.

"Improved transportation, mainly motor truck, has already taken business away from many warehouses. Chicago manufacturers, for instance, no longer find it altogether necessary to set up stocks in Kansas City, as quick motor truck deliveries from Chicago to our territory do the job. A customer in Kansas City can telephone a jobber in St. Louis along in the afternoon and have goods loaded

out by truck the same evening for delivery here early the following morning, which is equal, and sometimes better, than the service the local Kansas City warehousemen can perform. Of course, this situation exists all over the country.

Air Cargo

"Transportation will be improved, for the up-to-date warehouseman will have to give thought to constantly growing air-cargo service, which, as I view it, will not help merchandise warehousing.

"I am not particularly worried about the progressive, alert, up-to-date warehouse organization with ample reserve weathering the post-war period until industry gets into good swing again. What I am thinking about is the six months or a year in between will make for slow business. With many holes for merchandise all over the country, it doesn't seem to me there is going to be very much reason for the manufacturer and jobber to think about building up warehouse stocks. They are going to ship direct to the clamoring customer.

"Regardless of the policies that may be developed in Washington governing orderly disposition of federally owned or controlled buildings, I am afraid there is going to be an avalanche of this turned loose, and there are quite a few people over the country that think warehousing is a very profitable business, owing to the fact that little or no space has been available at any price."

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Spear's Opinion

I also included in my list Samuel G. Spear, associate director, Merchandise Warehousing, Office of Defense Transportation. Mr. Spear was formerly head of a large warehouse operation in Boston:

"It is perfectly obvious that the method of liquidation or use of the vast amount of space now owned by the Government at that time is of tremendous moment to warehousemen the country over. It seems to me that the warehousemen should give very thoughtful consideration as to whether they are going to need regulatory public utility legislation such as the railroads, truck and water lines now have with certificates of necessity and a 'grandfather' clause or take their chances under post-war competitive conditions faced with war-built factory and warehouse space not needed any more for industrial production purposes, but suitable for transit storage.

"As to your inquiry regarding the operation by large national industrial concerns of Army storage depots, would say that the necessity of releasing Army personnel for active services has led to this experiment being tried on quite a large scale by the Ordnance Department. Remington Rand and Procter & Gamble, among others, are now operating ordnance storage depots with civilian personnel on a fee basis.

Manpower

"The most important matter now 68—D and W, February, 1944

facing the industry, in our opinion, is that of manpower. We probably have merchandise warehouse space sufficient for the war needs, providing there is sufficient manpower to operate to capacity. Every possible expedient should be explored and tried to give prompt release of trucks and cars on inbound business and prompt filling of orders on deliveries. Local officials of the War Manpower Commission, Selective Service Board, and the United States Employment Services should be sold on the importance of retaining key men in the warehouses, as a breakdown of warehouse service will bring about a sure clogging of the flow of traffic from producing points to our Armed Services at home and overseas, interfere with our Lend-Lease shipments and disrupt the feeding and maintenance of our civilian population. At the same time, the warehouseman should avail himself of every possible source of labor supply, including working overtime when sufficient labor for the time being cannot be secured. Few people realize what an important part the public warehouse plays in the maintenance of our military machine. The warehouses play an equally important part, of course, in the civilian economy, making possible an even flow of supplies to feed, clothe, and house the people who are producing the things the land, sea, and air forces must have to produce Victory for the United Nations."

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Weathered Sums Up

I will attempt to sum up what we have heard from these gentlemen, and to add a few thoughts of my own. I am of the opinion that volume accounts in our warehouses will continue after the war as before. Our problem will lie principally with the lesser in volume, and commodities in the higher price brackets. These will be affected by faster transportation, not necessarily by air, but by the effect air will have on speeding other transportation mediums. In order to hold this business, or I might say influence it back to our warehouse after the war, we will likely be forced to broaden our service, enter new fields that will include added services to our customers, something that we can perform for them that cannot be done by remote control.

There has been a general shuffling of manufacturing plants. We in the Southwest are going to find many factories operating in our region after the war that were formerly located in the North and East. You will recall this was well under way prior to the war. I can point out several manufacturing plants in and around the Dallas area that were formerly good warehouse customers. There will, however, be many new factories started at other points, and to these we will necessarily have to turn our attention for new business.

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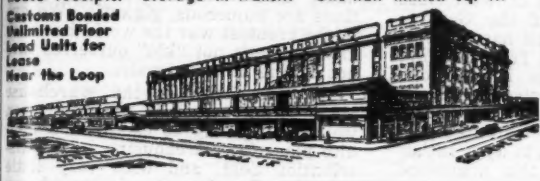
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place the nation's warehouses under the regulation of a federal agency, presumably the Interstate Commerce Commission, is opposed by some and favored by others. While no foreman bill is as yet before Congress, the move to extend Government control to include storage facilities has acquired "alarming momentum." There is a deliberate attempt being made in Washington to force the acceptance of the arbitrary classification of warehouses as integral parts of the transportation system and therefore subject to regulation.

The possibility of regulation is regarded so seriously that the Warehousemen's Assn. of the Port of New York recently appointed a special committee to "oppose regulation for the warehouse industry." At a recent meeting of this group, it was said, the members present went on record as unanimously convinced that federal control would be detrimental. So we have here an issue to meet; a decision to be made; not tomorrow, but today.

Air Cargo Possibilities

While air, together with other improved transportation mediums, will likely make some inroads in the warehouse business yet, on the other hand, the territories served by us will be greatly extended, even into foreign fields.

Government owned and controlled buildings, together with those built by private enterprise for the war effort; the possibility of these being converted into large warehouse opera-

tions; and the effect this will have upon our industry, are serious problems. The AWA knew full well from experiences following World War I that we would again have this to deal with, and began long before we declared war on Germany to do something about it. The AWA called a group of its members to Washington, and the plans for the FEWA were laid down, the pooling of warehouse space to take care of the Government's needs. While this has not prevented the Government from building many large warehouses, it has, however, through cooperative planning, influenced the location of these buildings, and has in many instances persuaded the Government to lease rather than build. Without this organized effort, large fireproof modern warehouses would have been built in cities rather than at camp sites, and in much larger numbers.

The AWA's efforts have recognized no limitations, even to the extent of asking for and receiving volunteers in large numbers from the ranks of our industry, to enter the armed services, including four members of the FEWA committee. Today, you find these men scattered to the four corners of the earth, serving Uncle Sam and our industry. As most of you know, Mr. Sam Spear, the gentleman representing our industry in the Merchandise Division of ODT, is a warehouseman. The AWA maintains an office in Washington, headed by Charles E. Nichols, a former warehouseman.

So, gentlemen, here we have the machinery all set for us, supervised

by one of the oldest and strongest national associations in existence, and if given the proper support, you and the other members of our industry will succeed in the all important job, if possible, under any circumstances.

No Easy Solutions

There is no easy way out of these many difficulties, for the complications are numerous, gigantic. We are in the greatest war the world has ever known. Let's not "kid" ourselves into not taking this seriously.

My experience in the warehouse business dates back to the time when we were fighting to establish a definite place for warehousing in the distribution field, and with very little more to offer than tin sheds and hay lofts. We not only built an industry, but have weathered many a storm along the way. This should give us confidence and strength to meet these many issues. This is a day of combined and associated efforts, collective bargaining, in the language of the new deal. Without a solid front, industries such as ours will not survive.

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Established 1929

General Merchandise Storage and Distribution

Private Siding Indiana Harbor Belt R. R. Free Switching, Centrally Located, Pool Car Distribution, Motor Truck Terminal, Operating our own fleet of trucks.

GARY WAREHOUSE CO.

10th & Massachusetts St., Gary, Ind.
Phone Gary 6131

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Sprinklered Warehouses

Office Rooms

General Merchandise and Cold Storage

Down Town Location with RR tracks in building.



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GREAT LAKES
WAREHOUSE CORP.

General Merchandise—Storage and Distribution

Established 1922

E. C. Faure

(Tel.—Ham'd 3786-81)

Plummer Ave. & State Line St.

Vice-Pres & Mgr.

(Tel.—Chicago—Est. 2200)

FACILITIES—150,000 sq. ft., Fireproof, concrete-steel-brick const. Siding on I&B RR; cap. 50 cars. Located within Chicago switching district. Transit privileges.

SERVICE FEATURES—Motor term. on premises—hourly del. to Metro, Chicago and suburbs.
Members of American Warehousemen's Association, Indiana Warehousemen's Association, Indiana Chamber of Commerce.



INDIANAPOLIS, IND.

Riley 5513

A Complete Service

General Merchandise—Cold Storage
Pool Car Distribution



Modern Motor Trucking Service
Check Out Service



All Merchandise On Check Out Cars
Placed On Platform Ready For Delivery



Consign Shipments Via N.Y.C.

Store Door Delivery and Pick-up for above RR.



Operating 52 truck units

HAMMOND, IND.

Members N.F.W.A., Allied Van Lines

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WAREHOUSE and OFFICE: 405 Douglas Street



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STORAGE and WAREHOUSE CO.

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Merchandise Storage, Distribution, Trucking

Leased space—Offices—Low Insurance

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TRANSFER & STORAGE CORPORATION

Indianapolis' Finest • Established 1892

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MOVING • PACKING • CRATING • SHIPPING

STROHM WAREHOUSE
AND CARTAGE COMPANY

230 WEST McCARTY ST., INDIANAPOLIS 2



Member AMERICAN WAREHOUSEMEN'S ASSOCIATION

All-Weather Gas
Developed by Army

After three years of experimentation the army has developed an all-purpose, all-weather gasoline, which will be usable in temperatures ranging from zero to extreme heat, it was announced recently. This new gasoline will provide a fuel standardized at 80-octane and will do away with the need for differentiating between summer and winter grades.

Slightly different requirements are, however, specified for fuel needed for operations in extremely cold temperatures.

With the new year-round fuel, combat needs of all army ground force vehicles, ranging from jeeps to tanks, will be supplied, it was said.

Expansion Program

Central Soya Co., Inc., has begun large expansion program to increase the experimental laboratory facilities at the Decatur, Ind. (Kline).

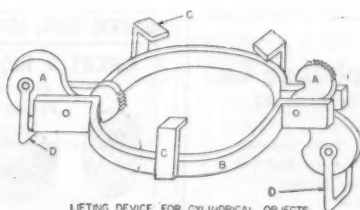
Lifting Device for Cylindrical Objects

A lifting device for moving cylindrical objects to which it is impossible or impractical to attach cables or eye-bolts is saving crane operator and crane follower man-hours at the Schenectady Works of General Electric Co.

As shown in the sketch, the device has two pivoting jaws (A) opposite each other on a ring (B). The jaws function in the manner of a pair of ice tongs in that they make the weight

of the object being lifted exert the force to hold it securely.

Three inverted L-shaped pieces (C) spaced around the outside diameter of the band, position the device when it is lowered over the object to be lifted. Then a crane is attached to the clevises (D) on the two jaws, and the subsequent lifting movement pivots the two jaws down and inward so that they hold the positioned object firmly.



New Anti-corrosive

The Research Division of the Rheem Mfg. Co., 1209 E. 25th St., Baltimore, has developed a new anti-corrosive chemical material to protect zinc and cadmium surfaces against salt spray and high humidity. It is said this new material will release much essential chromium for military use. (Ignace).

Proper Filing of Freight Claims Urged by Grocers' Assn. Committee

Carriers of the nation may be grateful for a bulletin sent out to food distributors by V. Pascarella, vice-chairman, transportation service committee, National-American Wholesale Grocers' Assn., which urges much greater care in the filing of freight claims reports to carriers. Freight shippers and receivers, Mr. Pascarella said, would obviate much of the delay in settlement of claims if they would be more accurate.

"Freight claims are not being paid promptly," the bulletin states. "Delay is because the carriers (a) are unable to obtain competent people to handle claims; (b) claims for numerous reasons have considerably increased.

"Transportation companies are required by law to investigate all claims where there is a question of their responsibility. This entails correspondence and consumes time. It is necessary to prepare and support claims with the necessary evidence which clearly establishes the responsibility of the carrier. Carriers recognize such proof in the form of the original bill of lading together with the original destination freight bill or

delivery receipt having notation to cover the shortage or damage. This exception must be signed by the agent or his employee.

"Where a shipment is traced in whole or in part, a copy of the last letter received from the carrier should be used as additional substantiating evidence. Claims properly supported receive preferential consideration. Carriers in variably pay such claims within 30 days. Where a claim is improperly supported, investigation, entailing correspondence, is necessary and, therefore, the period for settlement is indefinite.

"To save unnecessary correspondence and insure prompt payment of claims, cooperation with the carriers is essential and will result in protecting our interests." (Gidlow)

Car Seal Catalog

The Chicago Car Seal Co., 634-40 No. Western Ave., Chicago, in its new catalog recently issued, lists a wide variety of tamper-proof lead and wire seals of particular interest to railroads and shippers. Manufac-

turers of precision instruments, recording meters and other like equipment will find listed suitable seals to meet their individual requirements. Numerous illustrations, detailed specifications and other useful information are contained in this booklet.

Cold Storage Extension Urged in Canada

BELLEVIEW, ONT.—Extension of cold storage and central warehouse facilities in every part of the Province as a means toward solutions of farm difficulties is one of the things he is hopeful of accomplishing as Ontario Minister of Agriculture. Col. T. L. Kennedy stated recently, addressing the Central Ontario Cheesemakers' Assn.

"We have not nearly enough cold storage accommodation to hold over our surplus products to be marketed at advantageous prices," Col. Kennedy said. The Agricultural Inquiry Commission is studying the question, he stated. (Carmichael)

Moving

Toledo Rubber Products Corp. is moving its woodworking and rubber assembly plant from Middlefield, Ohio, to Waterville, Ohio. (Kline).

 **AMERICAN WAREHOUSEMEN'S ASSOCIATION**

THE TRIPP
WAREHOUSE COMPANY
1001 E. New York Street, Indianapolis 7, Ind.
Complete facilities for the storage and distribution of
MERCHANDISE
PRIVATE SIDING—BIG FOUR—CONNECTING WITH ALL
RAILROADS—NO SWITCHING EXPENSE, TRUCK
SERVICE.
Member A. W. A.—Ind. W. A.
Write for complete description of services
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Merchandise Storage and Distribution a Specialty
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Motor Trucks for Store Door Delivery. Our clients do the selling—
We do the rest. U.S. Licensed and Bonded Canned Foods Warehouse License No. 12-4.

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General Merchandise Warehousing and Distribution. Cold Storage.

Modern Brick Warehouse, Sprinklered 80,000 Square Feet.
Siding on C. M. St. P. & P. Rd. Free Switching from
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HARDESTY TRUCKING

622 Broadway Telephone 4413

Local and Long Haul

MOVING—STORAGE—CRATING

Storage Department: 124 East on Bl. E. Distribution of
Merchandise & Household Goods, Pool Car.
Agent for
Associated Warehousemen's Association—National Furniture Movers

SOUTH BEND, IND.

Ullery Cold Storage & Warehouse Co.

401-403 S. Notre Dame Ave., South Bend 22

Merchandise and Cold Storage

Modern Cold Storage Locker Plant, 1400 Capacity

Private Siding on Grand Trunk Western Railroad

Pool Car Distribution, Trucking Service

Member A.W.A.—Ind. W.A.

CEDAR RAPIDS, IA.

Cedar Rapids TRANSFER & STORAGE CO.

FIREPROOF WAREHOUSE
AND TRUCK TERMINAL ON TRACKAGE
All Modern Facilities For Efficient Warehousing
and Distribution of Merchandise
DAILY SERVICE IN EVERY DIRECTION

DAVENPORT, IOWA

EWERT & RICHTER EXPRESS & STORAGE CO.

At Davenport, Iowa, Rock Island and Moline, Ill.

Fireproof Warehouse on trackage. Phone Dial 3-3653.

Branch office and Warehouse service—Mississippi Valley reaching 25 Million Consumers.

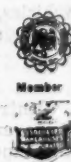
Pool and Stop-over Distribution.

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Members: AWA NFWA IAWA.

Associated Warehousemen, Inc.

Agents, ALLIED VAN LINES.



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MEMBER AMERICAN CHAIN OF WAREHOUSES

Fireproof Warehouse on C. R. I. & P. Ry.

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ESTABLISHED 1888

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Merchandise and Household Goods Storage

Private Siding—Free switch from any R.R. entering Des Moines

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Fire Proof Warehouse

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TRY OUR SUPERIOR SERVICE

50 years' warehousing nationally known accounts gives you Guaranteed Service Daily reports of shipments and attention to every detail

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1880—64 Years' Continuous, Efficient Service—1944

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Merchandise & Household Goods Storage

—Fireproof Warehouses—

Lowest Insurance Rate. Pool Car Distribution. Private Siding. Free Switching. Free Rail or Truck Pick-up Service.

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Agent ALLIED VAN LINES, INC.



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Private siding CM&StP with full switching reciprocity—CRI—CGW—M&StL—CNW.

60,000 Sq. Ft. Dry Storage Space.

SPECIALIZE IN POOL CAR DISTRIBUTION with LOCAL CARTAGE FACILITIES. Member I.W.A.

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A. W. A.—May. W. A.

MASON CITY WAREHOUSE CORPORATION

Merchandise Storage, Household Goods Storage, Pool Car Distribution, Local and Long Distance Moving.

Packing & Crating, Local Transfer, Private Sidings, Motor Freight Terminal.



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Fireproof Warehouse Motor Truck Service

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Member of A.W.A.

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QUICK SERVICE AND REASONABLE RATES

10 car siding on MK&T—Free switching. Pick up and delivery service for 2 Motor Freight lines operating out of our terminal.

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Agent for Allied Van Lines, Inc.

TOPEKA TRANSFER and STORAGE Co., Inc.

A.W.A.

Established 1880

N.F.W.A.

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TWICE DAILY TRUCK SERVICE TOPEKA-KANSAS CITY
CITY-WIDE DELIVERY SERVICE

Private Switch Connections AT & SF, CRI & P, U.P. and M.P.

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A Modern Distribution and Warehousing Service

Brokers Office & Warehouse Co.

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B. W. BILLINGSLEY, JR., Manager
Member of American Chain of Warehouses

WICHITA, KANSAS

Write or Wire



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Fireproof Storage and Sprinkler System

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MID-CONTINENT WAREHOUSE COMPANY

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MERCHANDISE STORAGE DISTRIBUTION

A SUPERIOR SERVICE REASONABLY AND INTELLIGENTLY RENDERED

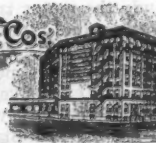
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UNITED WAREHOUSE COS.

Merchandise Warehouses

Two Big Markets



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KENTUCKY—LOUISIANA—MAINE—MARYLAND

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25 WAREHOUSES 944,000 SQUARE FEET

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Sprinklered storage —
1,050,000 square feet.
Mdse. and Furniture.
Switch track capacity —
100 cars.
Nine warehouses, convenient to your trade.
Loans made against negotiable receipts.
Trucking Department operating 105 trucks.
Insurance Rates 12c to 15c.



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Member of A.W.A.

Independent Warehouse Co., Inc.

2800 CHARTRES STREET
Specializing in MDSE Distribution
Operating Under Federal License
All concrete Warehouses, sprinklered, low insurance rates, Low handling costs. Located on Mississippi River—shipside connection. Switching connections with all rail lines. State Bonded. Inquiries Solicited.



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New Orleans Merchandise Warehousemen's Ass'n.

MALONEY TRUCKING & STORAGE, Inc.

133 NORTH FRONT ST., NEW ORLEANS 1
An Able servant to the PORT OF NEW ORLEANS
Complete warehousing facilities—Distribution—Weighing—Forwarding—Fumigating—Storage—Cartage—Field Warehousing—Office Space—Display Room—Sprinklered Risk.
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Standard Warehouse Company

100 Poydras St., New Orleans 8, La.

Complete Warehousing Service

SHREVEPORT, LA.

The Distribution Center of ARK.—LA.—TEX.

SPECIALIZING IN MERCHANDISE STORAGE and POOL CAR DISTRIBUTION

Modern fireproof facilities with sprinkler system . . . Private siding . . . Watchman service . . . Low insurance rates . . . Truck connections with all motor freight lines . . . Courteous, efficient service for thirty-two years . . . IF you want your customers to get the best in Distribution Services HAVE HERRIN HANDLE!!

HERRIN TRANSFER and WAREHOUSE CO., INC.
MARSHALL AT DAVIS STREET, SHREVEPORT 94
Household Goods Storage and Transfer. Trucking Delivery Service.



BANGOR, MAINE

McLAUGHLIN WAREHOUSE CO.

Established 1875 Incorporated 1918

General Storage and Distributing

Rail and Water Connection—Private Siding

Member of A.C.W.—A.W.A.—N.F.W.A.—Agent A.V.L.

International Harvester Co. Forms Separate Division for Motor Trucks

Fowler McCormick, president, International Harvester Co., Chicago, has announced the creation of a separate motor truck division of the company to have entire control of design, production, and distribution of International trucks.

P. V. Moulder, former assistant to the second vice-president of the company, has been appointed general manager of the new International truck division and will report directly to the president of the company.

Mr. Moulder's jurisdiction will include the motor truck factories at Ft. Wayne and Indianapolis, Ind., and Springfield, O.; the motor truck engineering department at Ft. Wayne; and all exclusive motor truck sales operations, both wholesale and retail, in the United States, as well as exclusive motor truck dealers. The com-

pany's combination motor truck and farm equipment sales branches and combination dealers will be managed cooperatively by the International truck division and other interested departments of the company.

In announcing the creation of the International truck division as an autonomous group, having full authority and responsibility for the company's motor truck business, Mr. McCormick said:

"The growth of our business, both in size and in diversity of product, makes it seem desirable to effect certain major changes in organization which we believe will be conducive to the efficient and successful operation of our business. As a step in this direction we have created a separate motor truck division under which activities having to do with all phases

of our motor truck business will be grouped."

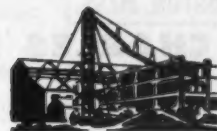
The company expects the change to be beneficial not only through the improvement of war production but also through increased efficiency in the post-war period.

It is understood that the Harvester company contemplates probable creation of similar divisions to handle other products or groups of products. This program is expected to take shape gradually as experience is gained with the new form of organization.

Oregon Firm Sold

The Enterprise Transfer & Storage Co., Enterprise, Ore., owned and operated by Byron Dagget for the past seven years has been purchased by Cecil O. Clark of Portland. The concern does local and long distance hauling. The plant consists of four trucks, garages, buildings and offices. (Haskell)

Factories on the Move...



LONG BEACH, CAL.—G. A. Bell Engineering Co., 816 W. 5th St., Los Angeles, aircraft equipment, plans new plant on part of 20-acre tract of land on Cherry Ave., near Long Beach airport, comprising two hangars, machine shop and office building, estimated to cost approximately \$130,000, with equipment. Work will begin soon. L. R. Link is company engineer.

ONTARIO, CAL.—Harry Dickson and Clarence Dahl, care of Chamber of Commerce, Ontario, have plans under way for new food locker and quick freezing plant on local site at Palm and Emporia Sts. It will be 1-story, 65 x 70 ft., equipped with about 1000 locker units. Cost reported over \$40,000. It is understood that project has a priority rating. Harbert A.

Hamm, 579 N. Holliston Ave., Pasadena, Calif., is engineer.

SOUTH NORWALK, CONN.—Character Novelty Co., Worth St., Stamford, Conn., toys and kindred specialties, has purchased a 1-story and 5-story building at 49 Day St., South Norwalk, over 30,000 sq. ft. of floor space, and will improve and occupy for plant, removing present factory to new location and increasing capacity. New York offices are at 170 5th Ave.

POCATELLO, IDA.—J. R. Simplot, 1824 Everett St., Caldwell, Idaho, is at head of project to construct and operate new plant at Pocatello, where site has been acquired, for manufacture of commercial fertilizer. It will

comprise main 1-story phosphate processing building and other structures for storage, distribution and miscellaneous service, power house, office building, etc. Cost estimated about \$500,000, with machinery. A priority rating has been secured and work will begin soon. A company will be organized to carry out project.

ALTON, ILL.—International Harvester Co., 180 N. Michigan Ave., Chicago, has purchased tract of about 375 acres of land on Mississippi River, near here, as site for new plant for production of agricultural machinery, to be carried out as a post-war project. It will comprise group of 1-story buildings for foundry, machine shop, forge shop, pattern shop and other departments, with power plant and

BALTIMORE, MD.



For Details See Directory Issue
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BALTIMORE FIDELITY WAREHOUSE CO.
Hillen & High Sts., Baltimore 2
T. E. WITTERS, President
Baltimore's Most Modern Merchandise Warehouses
Rail and Water Facilities
Pool Car Distribution—Storage—Forwarding
Private Siding Western Maryland Railway

BALTIMORE, MD.



Incorporated 1905
Baltimore Storage Co., Inc.
N. W. Cor. Charles and 26th Sts.
Baltimore 18
MODERN FIREPROOF WAREHOUSE. EVERY FACILITY
FOR THE HANDLING OF YOUR SHIPMENTS.
Exclusive Agents for
AERO MAYFLOWER TRANSIT CO.
Vans Coast to Coast Canada and Mexico

BALTIMORE, MD.

CAMDEN WAREHOUSES

Rm. 201, Camden Sta., Baltimore 1
Operating Terminal Warehouses on Tracks of
The Baltimore & Ohio Railroad Co.
A.D.T. Private Watchman, Sprinkler
Storage—Distribution—Forwarding
Tobacco Inspection and Export—Low Insurance Rates
Consign via Baltimore & Ohio Railroad

BALTIMORE, MD.

Main Office: 6200 Blk. Philadelphia Rd.

DAVIDSON
TRANSFER & STORAGE CO.

Household Goods and Merchandise—Storage—Delivery
—Uncrating—Special Flat Bed Trucks for Lift Cases.
Agents: Allied Van Lines... Member N. F. W. A.

POST-WAR WAREHOUSING

Everybody is interested in this subject. The symposium published on page 41 of this issue deserves the special attention of every warehouseman.

BALTIMORE, MD.

Martin J. Bailey, Pres. A. Bernard Heine, Vice-Pres.

FIDELITY STORAGE CO.
2104-6-8 MARYLAND AVE.

Baltimore's Modern Fireproof Warehouse
Your Clients Efficiently Served All Collections Promptly Remitted
MOTOR FREIGHT SERVICE
Household Goods Pool Car Distribution Merchandise
Member of N.F.W.A.—M.F.W.A.—M.M.T.A.
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STORAGE WAREHOUSES
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The Most Complete Moving and Storage Organization in Baltimore.
Long Distance Moving to 34 States—Certificate granted—MC-52452.
Tariff-Independent Movers' and Warehousemen's Assoc.

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Long Distance Moving

BALTIMORE, MD.

SECURITY STORAGE CO.

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EFFICIENT WAREHOUSEMEN
MOTOR VAN SERVICE
RESPONSIBLE AND COURTEOUS MANAGEMENT

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Founded 1893

TERMINAL WAREHOUSE CO.

Davis & Pleasant Sts., Baltimore 2
Operating four Modern Warehouses on tracks
of Pennsylvania Railroad Company.
Resources \$750,000
Trucking Storage
A.D.T. Watchmen
Pool Car Distribution
Financing Bonded Space
Represented by
Associated Warehousemen, Inc., New York and Chicago



MASSACHUSETTS

BOSTON, MASS.

Operated by Boston Tidewater Terminal, Inc.

CHARLES RIVER STORES

131 BEVERLY STREET—BOSTON 14, MASS.



Located within the city limits. Adjacent to North Station. Brick and concrete buildings, some sprinklered and heated. A.D.T.

burglary-alarm service. 300,000 square feet. U. S. Customs & Internal Revenue bonded space. Boston & Maine R.R. delivery.

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GREATER BOSTON SERVICE

HOUSEHOLD GOODS STORAGE—PACKING—SHIPPING

OFFICES: 83 Charles St., Boston
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GENERAL MERCHANDISE STORAGE

Central Location—Personal Service

Pool Car Distribution

Sidings on N. Y., N. H. & H. R. R.

Protected By

A.D.T. Service

Member

Mass. Warehousemen's Assn.

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Hoosac Storage and Warehouse Company

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FREE AND BONDED STORAGE

A.D.T. Automatic Fire Alarm

Direct Track Connection B. & M. R. R.

Lechmere Warehouse, East Cambridge, Mass.

Hoosac Stores, Hoosac Docks, Charlestown, Mass.

Warren Bridge Warehouse, Charlestown, Mass.

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Pres.

A. WALTER LARKIN

Treas. & Mgr.

C. F. COWLEY, Asst. Treas.

J. L. KELSO COMPANY

Established 1894

General Merchandise Warehouses

UNION WHARF, BOSTON 13

Connecting all railroads via

A.D.T. Service

Union Freight Railroad Co.

Motor Truck Service

Member of Mass. W. A.

BOSTON 13, MASS.

453 COMMERCIAL STREET

MERCHANTS WAREHOUSE CO.

Specially equipped to handle bale and bag commodities. Private railroad siding connecting all railroads. Free and bonded storage.

A. W. A.

M. W. A.



BOSTON, MASS.

Established 1886

PACKING

MOVING

STORING

SHIPPING

Member May W. A.

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BOSTON, MASS.

QUINCY MARKET COLD STORAGE AND WAREHOUSE COMPANY

Incorporated 1881

178 Atlantic Ave., Boston 10, Mass.

BOSTON, MASS.

FITZ WAREHOUSE CORPORATION

operating

ALBANY TERMINAL STORES

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administration buildings. Cost reported over \$2,500,000, with equipment. Company engineering and construction department, first noted address, J. D. McGann, manager, will be in charge.

CHICAGO, ILL.—Crown Can Co., 4343 W. 5th St., has purchased local 2-story building at 31st St. and Central Park Ave., totaling about 100,000 sq. ft. floor space, heretofore owned by American Radiator & Standard Sanitary Corp., and will equip and occupy for new plant. Present factory at Madison, Wis., will be removed to new location and additional equipment installed for increased output. Main offices of company are at Erie Ave. and H St., Philadelphia, Pa.; company is a subsidiary of Crown Cork & Seal Co., Baltimore, Md.

CHICAGO, ILL.—Eagle Wrapping Products Co., 327 N. Aberdeen St., paper goods, has purchased 1- and 3-story building on local site at Carpenter St. and Carroll Ave., approximating 30,000 sq. ft. floor space, and will equip and occupy for expansion in near future. Building is now used by

Knox Glass Associates under lease, which will expire, it is understood, at early date.

CHICAGO, ILL.—Heco Envelope Co., 4500 W. Cortland St., has leased 1-story building on local site at 4301-03 W. North Ave., and will improve and occupy for expansion in storage and distribution department.

HEBRON, ILL.—L. A. Wilbrandt, Inc., Hebron, meat-packer, has plans for new plant on State Highway 173, near city limits, comprising 2 1-story buildings, 65 x 112 ft., and 20 x 60 ft., estimated to cost about \$35,000, with equipment. Project has a priority rating and work is scheduled to begin soon.

LINCOLNWOOD, ILL.—National Die-Casting Co., Magnesium Division, 600 N. Albany Ave., Chicago, plans early erection of new 2-story L-shaped factory, about 200 x 275 ft., at 3600 Touhy Ave., Lincolnwood, near Chicago. Cost estimated over \$250,000, with equipment.

SHELBYVILLE, IND.—Indiana

Farm Bureau Cooperative Assn., 731 Henry St., Indianapolis, has purchased property on E. Jackson St., Shelbyville, as site for new soybean processing mill, consisting of several 1-story buildings, reported to cost close to \$75,000, with machinery. Proposed to secure a priority rating and begin work soon.

SIBLEY, IA.—Osceloa County Cooperative Creamery Assn., Sibley, plans new 1-story plant, about 120 x 180 ft., on local site, for milk-drying and processing, estimated to cost about \$75,000, with equipment. Present milk products and dairy plant will be removed to new location, occupying part of structure. Application has been made for a priority rating.

WICHITA, KAN.—Aircraft products Co., 1508 Douglas Ave., has plans for new 1-story branch plant on local site on Ada Ave., for which superstructure will begin soon.

NEW ORLEANS, LA.—Stauffer Chemical Co., 420 Lexington Ave., New York, is arranging for purchase of tract of about 20 acres on Missis-

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Mississippi River, near here, as site for new branch plant for production of refined sulphur products. It will include several 1- and multi-story processing and manufacturing buildings, with adjoining structures for storage, distribution and miscellaneous service. No estimate of cost as yet announced.

LOWELL, MASS.—United States Rubber Co., 1230 6th Ave., New York, has taken over former plant of Remington Arms Co., on Marginal St., here, under lease arrangement with Defense Plant Corp., Washington, D. C., Federal agency, owner. Improvements will be made and property converted for manufacture of special rubber-covered cable for U. S. Signal Corps. Equipment and facilities will be installed for employment of about 1000 operatives. Work will be carried out at once.

GRAND RAPIDS, MICH.—General Motors Corp., General Motors Bldg., Detroit, has organized a new division under name of Diesel Equipment Division, to construct and operate a new plant here for manufacture of injectors and other parts for diesel engines. It will consist of a main 1-

story production building, with smaller structures for storage, distribution, etc. Erection will be carried out as a post-war project, and is reported to cost over \$400,000. Argonaut Realty Co., first noted address, another division of General Motors Corp., will prepare plans and be in charge of construction.

BELLE PLAINE, MINN.—Minnesota Valley Milk Processing Cooperative Assn., here, has plans under way for new milk dehydration plant on local site, to be 1-story, estimated to cost over \$70,000, with machinery. Application has been made for a priority rating, and work is scheduled to begin soon.

ST. PAUL, MINN.—McGrath-St. Paul Co., 511 E. 7th St., precision tools, has taken over a warehouse on local site at 5th and Wacouta Sts., and will remodel at once for factory use, expanding present capacity.

ST. PAUL, MINN.—Minneapolis-Honeywell Regulator Co., 2753 4th Ave. S., Minneapolis, controllers, regulators, thermostats, etc., has acquired a large building here, about 320,000

sq. ft. of floor space, formerly owned and used by Ford Motor Co., and will improve and equip for expansion. Several small plant units of company, occupying leased space in Minneapolis, will be removed and consolidated at new location. George A. Dutoit, Jr., is vice-president in charge of manufacturing.

ST. LOUIS, MO.—National Magnesium Casting Co., 2101 S. Jefferson St., recently organized by William L. Heckmann and associates, 8025 S. Broadway, plans early construction of new plant on local site for production of magnesium castings for aircraft and other military service for Government. It will comprise large 1-story foundry, with adjoining buildings for storage and distribution, estimated to cost \$375,000. Financing will be provided by Defense Plant Corp., Washington, D. C., Federal agency. Work is scheduled to begin soon.

ST. LOUIS, MO.—Prim Corp., 2215 Lucas St., household cleaning compounds, has acquired 1-story factory on local site at 2525 Cass Ave., approximating 16,000 sq. ft., and will

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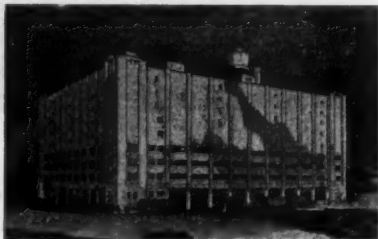
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occupy for plant. Present factory will be removed to new location.

NEW JERSEY CITY, N. J.—Westinghouse Electric Elevator Co., 150 Pacific Ave., subsidiary of Westinghouse Electric Mfg. Co., East Pittsburgh, Pa., has leased space in local Langer Terminal Warehouse, 716 Jersey Ave., totaling 10,000 sq. ft. floor area, and will occupy for expansion in storage and distribution divisions.

NEWARK, N. J.—Appleton & Co., Inc., 110 Eaton Pl., East Orange, N. J., metal finisher, including plating, lacquering, etc., has purchased 1- and 2-story factory at 854 Mt. Prospect Ave., here, formerly owned and occupied by Newark Wire Cloth Co. Purchasing company will improve for new plant; present works will be removed from first noted location and additional equipment provided for increased capacity.

NEWARK, N. J.—Martin Laboratories, Inc., 251 E. 139th St., New York, chemical products, has purchased factory of American Cyanamid Chemical Co., at Plum Point Lane

and Ave. P, here, consisting of group of 20 buildings, various sizes, on 4-acre tract of land. Structures will be improved and equipped for main plant of purchasing company. Harry Martin is president.

BROOKLYN, N. Y.—Interchemical Corp., 75 Varick St., New York, chemical products, plastics, etc., has leased two floors in building at 30-32 Bridge St., here, and will equip and occupy for expansion.

BROOKLYN, N. Y.—W. S. Rockwell Co., 50 Church St., New York, industrial furnaces and parts, with plant at Allentown, Pa., has leased space, about 20,000 sq. ft., in industrial building at 108 Jewel St., here, and will equip and occupy for new factory branch, storage and distributing plant.

LONG ISLAND CITY, N. Y.—Comolite Corp., 42-61 24th St., plastic products, has purchased 2-story and pent house factory on local site on Skillman Ave., occupying block front between 35th and 36th Sts., formerly owned and occupied by Gehrich Corp.

Structure totals 45,000 sq. ft. floor space and will be used by new owner for expansion. Present factory will be removed to new location and additional equipment installed.

LONG ISLAND CITY, N. Y.—Creco Co., 36-06 43rd Ave., germicides, disinfectants, etc., has purchased 1- and 2-story factory on local site on Skillman Ave., occupying block front from 32nd Pl. to 33rd St., and will use for expansion. Structure is now occupied under lease by Ford Instrument Co., which will vacate, it is understood, in near future. Benjamin Neumann is head.

NEW YORK, N. Y.—Canada Dry Ginger Ale, Inc., 100 E. 42nd St., is arranging a large post-war expansion program for construction of new bottling, storage and distribution plants in a number of cities in different parts of country, where sites already have been purchased or now being secured. These include Newark, N. J., Philadelphia, Pa., Detroit, Mich., Minneapolis and St. Paul, Minn., Washington, D. C., Denver, Colo., San Diego, Calif.,

Shippers' Convenience, States, Cities and Firms are Arranged Alphabetically

D and W, February, 1944—79

Portland, Ore., and Seattle, Wash., with other places to be announced later. R. W. Moore is president.

ASHTABULA, O.—Lake City Malleable Co., Inc., 5000 Lakeside Ave., Cleveland, malleable iron castings and kindred products, has contracted with Government for construction and operation of new plant near here, comprising group of large 1-story buildings for foundries, machine shops and other structures. Cost about \$3,360,000, with financing to be provided by Defense Plant Corp., Washington, D. C., Federal agency. Work is scheduled to begin soon. J. H. Redhead is president.

JACKSON, O.—Ohio Valley Products Co., prepared foods, has been under way for new dehydration plant on local site, now being selected. Cost reported close to \$40,000, with equipment. Application is being made for a priority rating. James Morgan is president.

BEND, ORE.—Western Pine Assn., Yeon Bldg., Portland, has plans maturing for new pine by-products mill

near here, where tract of land has been acquired. It will consist of main 1-story processing building for production of resin, turpentine and other naval stores from pine waste, with auxiliary structures for storage and distribution. Cost estimated about \$75,000.

SALEM, ORE.—Columbia Metals Corp., Securities Bldg., Seattle, Wash., has acquired tract of about 100 acres of land in vicinity of Cherry Ave., here, as site for new plant for extraction of alumina from clay, consisting of group of 1- and multi-story buildings, with power house, machine shop, administration building and miscellaneous structures. Cost reported over \$4,000,000. Output will be used by Government and financing will be provided by Defense Plant Corp., Washington, D. C., Federal agency. Project will be carried out under direction of Chemical Construction Co., 30 Rockefeller Plaza, New York, which is now completing plans.

DU BOIS, PA.—B. F. Goodrich Co., 500 S. Main St., Akron, O., rubber goods, has purchased 3-story building

here, now being used for a motor truck terminal, and will remodel and equip for new branch mill for manufacture of automobile tires and tubes. Development will be largely for permanent post-war service. Equipment will be installed for initial employment of about 200 workers, later to be increased to over 1000 persons.

CLEMSON, S. C.—Deering, Millken & Co., Inc., Church and Leonard Sts., New York, rayon and cotton goods, has approved plans for new rayon mill on 240-acre tract of land near here, recently acquired, to be constructed and operated by Excelsior Mills, Union, S. C., operating local cotton mill, an affiliated interest. New plant will consist of a main processing and production building of about 100,000 sq. ft. of floor space, with other units for storage, distribution and miscellaneous service; also boiler house, pumping station and auxiliary structures. Mill will be used for production of high tenacity rayon for tire cord manufacture, and is estimated to cost about \$2,000,000. A priority rating has been secured and work will begin at once.

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PLAZA 3-1235

CHICAGO OFFICE
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HARRISON 1488



Member **AMERICAN WAREHOUSEMEN'S ASSOCIATION**

BORGER, TEX.—Phillips Petroleum Co., 404 N. Douglas St., Oklahoma City, Okla., has plans for new refining plant here, for production of 100-octane gasoline for aviation service for Government. It will comprise several 1- and multi-story processing and production units, with compressor station, boiler house, pumping plant, steel pressure tanks and other facilities. Cost reported close to \$750,000. Work scheduled to begin at once.

HARLINGEN, TEX.—Food Machinery Corp., San Jose, Cal., machinery and equipment for packing and canning plants, has purchased tract of about 30 acres of land here, as site for new branch factory, to be constructed in four 1-story sections, totaling 120 x 630 ft., with power house, office building and miscellaneous units. Cost reported over \$300,000, including machinery. Work will begin soon. Company is now operating branch plants at Dunedin, Fla., Hoopston, Ill., Canton, O., and other points.

HOUSTON, TEX.—Houston Paper Stock Co., Grayson and Carr Sts., waste paper products, will erect new 1-story building at 2511 Grayson St., for storage and distribution. Cost reported about \$25,000. A priority rating has been secured and work will begin soon.

MARSHALL, TEX.—Marshall Engineering Co., Inc., iron and steel products, has acquired former local shops of National Youth Administra-

tion, consisting of several 1-story buildings, and will improve and equip for plant expansion.

WESLACO, TEX.—Rio Grande Valley Citrus Exchange, operating a fruit-packing plant, has plans nearing completion for new dehydration plant on local site, reported to cost about \$45,000. A priority rating has been secured and work will be placed under way soon.

ABERDEEN, WASH.—Eardley Fish & Fillet Co., Pier 9, Seattle, has acquired part of property of Wilson Bros. on dock here, and will use as site for new plant. Temporary building, about 100 x 200 ft., will be erected and occupied for several months to come. Later, machinery in Wilson mill will be removed and this structure modernized and equipped for expansion.

ARDELL, WIS.—Western Condensing Co., 935 E. John St., Appleton, Wis., powdered milk and other processed milk products, has plans for new factory branch, storage and distributing plant here, to be 2-story, about 65 x 100 ft., reported to cost about \$30,000. Application has been made for a priority rating. Executive offices of company are at 411 Battery St., San Francisco.

EAU CLAIRE, WIS.—Western Electric Co., S. Cicero and W. Cermak Aves., Cicero, Chicago, Ill., telephone and radio equipment, cable, etc., has taken over part of former Govern-

ment ordnance plant near here and will remodel and equip for new branch plant for production for Government. Machinery and facilities will be installed for large capacity. Executive offices of company are at 195 Broadway, New York. Company is affiliated with American Telephone & Telegraph Co., last noted address.

MENASHA, WIS.—Marathon Paper Mills Co., waxed and other processed papers, has purchased local tract of about 6½ acres of land at Garfield Ave. and Washington St. as site for new mill, to be constructed as a post-war project. Details and estimates of cost will be arranged in near future.

Owens-Illinois Glass Co. Reorganizes Divisions

The Libbey Glass Co., Toledo, O., and the Owens-Illinois Pacific Coast Co. became divisions of the Owens-Illinois Glass Co., Jan. 1, under a program of reorganization announced by J. P. Levis, president.

The firms, heretofore operated as wholly owned subsidiaries, will be dissolved and their businesses conducted as the Libbey Division and the Pacific Coast Division of the Owens-Illinois Glass Co., the announcement said.

New executive responsibilities were outlined and plans for expansion of research facilities and customer service were indicated.

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25th Anniversary

The Edward Lasham Co., founded shortly after the close of World War I, has just completed its 25th year in the storage and forwarding business. Its warehouse, centrally located near the loop at 1545-1559 S. State St., Chicago, is served by four railroads: Illinois Central; Chicago, Burlington & Quincy; Chicago & Northwestern; and Michigan Central. In addition, it has free switching service from all railroads and boat lines entering Chicago.

It specializes in pool car distribution and a fleet of large trucks is operated for prompt delivery of merchandise in the Chicago area.

Sofia Bros. Buys

Sofia Bros., Inc., moving and storage firm, 4396 Broadway, New York City, has bought the 26-story garage building at Columbus Ave. and 61st St., from the Central Savings Bank.

Greater Care Urged in Uncrating

In a letter to Joseph A. Whitmore, executive secretary, Canadian Warehousemen's Assn., Toronto, one of the members stresses the importance of care in uncrating as follows:

"The importance of care in uncrating cannot be over-stressed and should be brought to the attention of the foreman and the staff in each warehouse.

"Goods properly crated can often suffer more damage by the improper use of pinch bars and hammers during uncrating by inexperienced men, than during all the period of handling crating and transit.

"Dresser tops packed tight to the crate and fastened at the back with screws must not have the crates pried off or knocked off carelessly. In some cases a saw should be used to open the crates.

"It is as much a reflection on the

receiving warehouseman to have damaged shipments delivered as it is for the shipping warehouseman. The only difference is the receiving warehouseman is in a position to tell the owner of the goods in a subtle way or by action or by out-and-out statement that the shipper made a poor crating job.

"Further, may we suggest that every company when shipping goods to an agent, especially mention care in uncrating and also suggest to the customer in correspondence that if possible they be present at time of uncrating to see condition of goods and to watch how pinch bars are used.

"This may awaken some warehousemen to the realization that their service as an agent is not up to par. In fact, one could say all agents' services on uncrating are not up to par."

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We are bonded by the State—Our Rates are reasonable. We solicit your business and guarantee satisfaction. Investigation invited.

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Ways to End Bunching of Freight Cars Suggested to Increase Car Efficiency

How to eliminate the "bunching" of freight cars at a consignee's siding has become a leading project on the agenda of the various sectional Shippers Advisory Boards, as a part of the program for attaining the 10 per cent increase in car efficiency requested by ODT Director Joseph B. Eastman.

As explained by Fred A. Schliefer, t. m., Franklin County Coal Co., Chicago, and retiring chairman of the Midwest Board, this bunching is caused in two ways. It may occur in transit, he said, due to deficiencies or difficulties of the carriers; or it may be caused by a lack of coordination and cooperation in the shipping of materials to a particular plant.

Under present conditions affecting railroad manpower and facilities, Mr. Schliefer asserted, bunching by the carrier cannot always be avoided, so that consignees should arrange to unload the bunched cars in the most efficient manner possible. The difficulty may also be due to yard operations, he added, and in such cases consignees should handle the matter locally with the railroad people.

"A great deal of bunching," he continued, "is not sufficiently serious to have any real detrimental effect

upon the consignee's activities, but where the condition is sufficiently severe to cause distress or serious disturbance to the consignee's operations, the facts should be reported to your Car Efficiency Committee for

Car Efficiency Program

In order to secure full utilization of all freight cars, the Transportation Committee, Pacific Northwest Advisory Board recommends the following for the consideration of all shippers and receivers of freight everywhere:

1. Load and unload promptly.
2. Remove dunnage and debris.
3. Handle cars six or seven days a week.
4. Avoid damage to equipment.
5. Route foreign cars home.
6. Load for either side unloading.
7. Avoid circuitous routing.
8. Avoid weighing and re-weighing.
9. Load heavier.
10. Use alternate type equipment.
11. Accept l.c.l. freight eight hours a day, six days a week.
12. Furnish shipping instructions promptly.
13. Use minimum class equipment; conserve high class equipment.
14. Check all cars to be sure they are empty.

handling with the carrier.

"Undoubtedly most plants have their purchases scheduled for shipment in such a manner as to insure their receipt in a fairly continuous flow. Investigation of some bunching complaints, however, show conclusively that in other cases the scheduling of material purchases and shipments is not made the responsibility of any particular member of an organization. As a result shipments from different suppliers are forwarded in such a way as to arrive in bunches at the consignee's plant, resulting in delays and a great deal of expense.

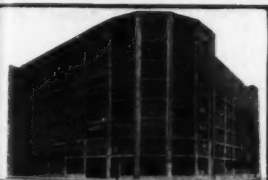
"The Midwest Board, accordingly recommends that all industries endeavor to schedule their purchases and the shipment of their materials in such a manner as will ensure, under normal conditions, the arrival of their supplies in a continuous flow, rather than in the sporadic manner which lack of scheduling will often bring about." (Slawson)

Expands

The Zell Corp., electrical parts for aircraft, etc., with offices at 11 E. Mt. Royal Ave., Baltimore, Md., has taken over additional manufacturing facilities at 1300-04 Lovegrove St., which it is equipping for expanding manufacturing operations. (Ignace).

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Complete liquor facilities,
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Lehigh at Brooklyn, N. Y.

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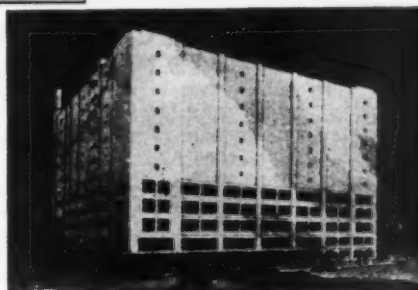
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Some Misconceptions Clarified

(Continued from page 46)

the movement is not subject to the Act. A comparable phrase in the Motor Carrier Act obviously does not mean that the non-motor part of a joint movement is subject to the Motor Carrier Act. The phrase in question is in the present Civil Aeronautics Act and it has never been suggested that it means that anything other than the 'carriage by aircraft' portion of a movement is subject to the Act."

The regulation of air commerce presents many new and

complicated problems. The Lea Bill is an attempt to grapple with these problems intelligently and realistically. As Representative Bulwinkle states in the conclusion to his statement: "We all know that civil aviation is still in its infancy and is still in an experimental stage. There will be future sessions of future Congresses. Future legislation will be required as civil aviation progresses."

The Lea Bill fulfills present needs. It lays the foundation for immediate post-war expansion of commercial aviation and provides sane and adequate regulation. It deserves to be understood for what it is: an honest effort in the right direction.

Books and Catalogs

STEEL PRODUCTS MANUAL. Illustrated, 180-page manual on packaging, marking and loading methods for steel products for overseas shipments. (\$2.50) American Iron and Steel Institute, 350 Fifth Ave., New York.

KNOTS, SPLICES AND ROPE WORK. Illustrated, 146-page manual with index on knots, hitches and uses of rope. By E. A. McCann, master mariner. (\$1.50) Norman W. Henley Publishing Co., 17-19 W. 45th St., New York.

LIFT TRUCK OPERATORS' GUIDE. Illustrated, 24-page handbook on efficient handling and operation of fork trucks. Towmotor Corp., Cleveland, O.

WAGE INCENTIVES IN WARTIME. Illustrated, 48-page booklet on wage incentive plans, job evaluation, etc. Consolidated Management Consultants, 521 Fifth Ave., New York.

THE ART OF PILING FOR MODERN INDUSTRY. Illustrated pamphlet on scientific piling and stacking of materials for

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Located between barge canal and RR. siding. Served by L.V.R.R. and D.L. &
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Saugen stiff-legged derrick ready for navigation season 1944.

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CRANES. Illustrated, 64-page catalog on cranes, ore
bridges, unloaders, hoists and similar equipment, designated
as Bulletin 216, and showing also special purpose installa-
tions. Dravo Corp., Engineering Works Division, Neville
Island, Pittsburgh, Pa.

MODERN MATERIALS HANDLING MACHINERY. Illustrated,
122-page booklet pertaining to recommended materials han-
dling practices with the type of handling equipment pro-
duced by the manufacturer giving many application pictures
of equipment in use in many types of business. Yale and
Towne Manufacturing Co., Philadelphia Division, 4530 Ta-

cony St., Philadelphia, Pa.

AIR TRANSPORT INDUSTRY. Illustrated, 24-page booklet
compiled from facts obtained from the United States Gov-
ernment and other reliable sources on the common carrier
operations of commercial airlines in the United States from
1926 through 1942, and containing many charts of opera-
tions data. Air Transport Assn. of America, 1515 Massa-
chusetts Ave., N. W., Washington 5, D. C.

IS SMALL BUSINESS DOOMED? 64 pages "expounding the
virtues of economic fundamentals in language everyone can
readily understand." By Charles H. Allen. (\$1) B. C.
Forbes Publishing Co., Inc., 120 Fifth Ave., New York 11.

ARMSTRONG HUMIDIFIERS IN INDUSTRY. Illustrated bulle-
tin describing the application of humidification in a wide
variety of industries and the benefits it provides. Arm-
strong Machine Works, Maple St., Three Rivers, Mich.

**Administrative Changes
At Bendix Aviation**

Bendix Aviation, Ltd., North Holly-
wood, Cal., one of the nations leading
producers of aircraft radio and hy-
draulic equipment, is now operating
as the Pacific Division of Bendix
Aviation Corp. following recent an-
nouncement of the change-over by
Ernest R. Breech, corporation presi-
dent.

Actually, the change-over from
Bendix Aviation, Ltd., organized seven
years ago by Bendix Aviation Corp.
as a California corporation, will af-
fect only administrative and legal
considerations, according to Palmer
Nicholls, who has been made a vice-

president of the parent company. He
and Mel M. Burns will continue their
executive roles in the new division.
Operations and personnel remain un-
affected, it is said.

Principal reasons for the change,
Mr. Nicholls pointed out, were to
streamline corporation activities and
to avoid confusion which has existed
because of the similarity in names of
Bendix Aviation, Ltd., Bendix Avia-
tion Corp., Bendix Products and other
Bendix subsidiaries.

Manufacture and sales of the famous
Bendix Aviation, Ltd., developed line
will continue under the Pacific Divi-
sion. In this connection, Mr. Nicholls
revealed that far reaching engineer-
ing developments will increase the

Pacific Division's importance as a
prime source of radio and hydraulic
equipment with industrial as well as
aviation applications.

Canal Board Discontinued

After planning 31 years for a local
canal from Lake Erie to the Ohio
River near Pittsburgh, Pa., The Lake
Erie & Ohio River Canal Board, or-
ganized by the State of Pennsylvania
in 1913 has been discontinued. Alle-
gheny County (Pittsburgh) Commis-
sion Chairman, John J. Kane, sug-
gested copies should be made of im-
portant maps so the canal may be
considered as a post-war project.
(Leffingwell)

Cotton Exempted From ODT 18A

The Office of Defense Transportation recently announced that the loading of cotton in carload lots will be permanently exempted from the requirements of General Order ODT 18A, which requires the maximum loading of railroad freight cars. The action took the form of an amendment to the order (General Order ODT 18A, Amendment 1).

ODT officials said that their decision to permanently exempt cotton from the requirements of General Order 18A was taken after a series of field checks and conferences which covered all aspects of cotton transportation. It was their belief that the application of specified loading requirements for cotton would not significantly increase loadings or relieve cars or locomotives.

Cotton shippers were requested by the ODT to avoid the practice of

selecting certain specified sizes of cars for loading, and to take any car offered to them by the carriers. By following this practice, it was pointed out, cotton shippers will aid the carriers in their job of supplying cars to all who need them and will greatly reduce the amount of switching necessary to spot empty cars.

Capacity Increased

Fernstrom Cartage and Van Co., 3547 Montrose Ave., Chicago, Ill., has increased its storage capacity by the purchase of a fireproof warehouse at 4848-56 N. Clark St., Chicago. The building designed for household goods storage consists of basement, mezzanine and three floors, all of which will be used for storage. The firm was founded in 1912 by Fred Fernstrom, was incorporated in 1929, became an agent for United Van Lines, Inc., in 1940, and holds Illinois intrastate certificates for local and specialized carriage.

Simplified System For Foreign Air Cargo

A simplified system of documentation for all air express shipments to Latin America out of Los Angeles has been announced by Pan American World Airways.

It is no longer necessary for shippers in foreign trade to register their export declaration at the U. S. Customs Office, nor to go to the Railway Express Agency in person to sign the Airway Bill authorizing shipment to Latin America.

A shipper's letter of instructions accompanying the package is now sufficient. General agent in charge of all handling and information concerning such international shipments is the Air Express Division, Railway Express Agency.

This new procedure for documentation of air express shipments in no way changes the United States or foreign requirements as to export licenses and import documentation.

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Fixed and Variable Expenses

(Continued from page 45)

keep profits in line. Their fixed expenses were constant and could not be reduced so they had to concentrate on their variable expenses: to wit:

Company A

Total overhead expense, 1941 \$315,000
Total overhead expense, 1942 283,500

Decrease—30 per cent of \$105,000
variable expense \$31,500

Company B

Total overhead expense, 1941 \$315,000
Total overhead expense, 1942 252,000

Decrease—30 per cent of \$210,000
variable expense \$63,000

Both companies cut their variable expenses 30 per cent, indicating that both managements knew how to use the nippers equally well, but B's ratio of variable-to-fixed expense enabled it to use expense control more effectively. A, on the other hand, was stymied by too high a ratio of fixed expense.

Variable Expenses Too High

The proportion of variable expense was too high. Even though Company A cut close, its efforts were inadequate, because of the high ratio of fixed expense, which could not be reduced. Company B, with a bigger field to work in, \$210,000 in variable expenses against \$105,000 for A, took a big slice off this portion of overhead in 1942 and saved \$63,000.

The important thing to remember in this connection is that you should never let your fixed expense loom so high in ratio to variable that you can't effect economies when sales veer off. We have known cases where the ratio of fixed-to-variable expense ran 6 to 1 without serious consequence when sales were high but when sales took a tailspin, a wipe-out of the entire variable expense, all the reduction possible, would not prevent an operating loss.

Of course, direct cuts on fixed charges can be effected by re-financing an existing mortgage at a lower

interest rate, or sub-letting part of a business property but these adjustments are seldom achievable.

A Safe Ratio

A safe ratio of fixed-to-variable expense differs with virtually every business. An analysis of past records will divulge your most profitable ratio. In general, if the variable-to-fixed ratio is 3 to 1, or better, it should be in the safety zone, if recent field studies offer any reliable criterion.

Post-War Possibilities

We all expect early post-war years to be prosperous. At least, we hope so. Heavy demand long bottled up will keep volume for civilian goods high for a time. But that prosperity will not last forever. It is common sense to play safe. Protect yourself against reduced volume and an excessive fixed burden if a slump sneaks up on you.

In the post-war period of expansion, management must give cog-

nizance to the dangerous aftermath inherent in the loading of fixed charges and not let the ratio of fixed-to-variable expense get out of bounds. This is an important phase of operations to watch in the post-war period, which may be with us sooner than expected.

Modernization

After the war, many new products will be marketed. Business men who cannot get new trucks, materials handling equipment and other machinery now, will invest heavily in modernization and expansion at war's end.

Every field study we have conducted on modernization has indicated that modernization pays dividends if wisely handled with an eye toward keeping fixed expense at a minimum. Expansion and modernization of fixed assets increase fixed charges and the load should not be "kited" so high that you have an unprofitable burden when the eventual let down comes, as it always does after years of fat going.

Items to Consider

Fixed expenses are rent and ownership expense, taxes, interest on long-term indebtedness, depreciation and other items covering an extended period. Variable expenses are those that can be cut at any time, such as light, advertising, salaries, office expense, etc.

Insurance may be fixed or variable, fixed in normal times when stock and assets are fairly constant, variable today because of restricted inventories, transportation facilities, manpower shortages, etc.

Taxes

With income tax rates above the clouds, pushing the fixed ratio upward abnormally, this important phase of overhead is further aggravated. You must watch this ratio more than ever and do a much better managerial job from now on to keep fixed expense, swollen by high taxation, from getting out of bounds.

In some instances, business men with high fixed expenses, may not be

able to do anything about it when sales dip, but it is better that they understand their predicament than operate "in the blind." At least, they have a chance of getting out from under a high fixed expense if they know what it's all about.

Collect and C.O.D Shipments to Mexico

M. D. Miller, air cargo traffic manager, American Airlines, has announced that the airline is now offering collect and C.O.D. service for air express shipments to and from Mexico City and Monterrey. This is an entirely new service to international shippers, it is said, which will give them the same conveniences as shippers in domestic air express service. Collect service will be performed at no additional charge. The rate for C.O.D. shipments will be one per cent of the amount of the C.O.D., with a minimum charge of 50c. in United States currency.

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Directors Not Liable

Modern higher courts hold that before a corporation director can be held liable for the illegal acts of subordinate officers, he must participate therein, be guilty of lack of ordinary and reasonable supervision, or be guilty of lack of ordinary care in the selection of such officer. Therefore, the mere fact that a person is a director in a corporation does not necessarily render him liable for the torts of the corporation or its agents.

For illustration, in *Lowell Hoyt & Co., v. Detig*, 50 N. E. (2d) 602, Ill., its was shown that several directors of a warehouse corporation were sued for conversion. The testimony proved that a man, named Herr, was manager of the warehouse. He sold certain stored goods and converted the money to his own personal use. None of the directors knew anything about this transaction, and they contended that they were not liable for the torts of the corporation merely because they were directors, but that

LEGAL NEWS

By LEO T. PARKER
Legal Editor

• • •

they are liable only for such torts in which they participated, or of which they had knowledge, authorized or directed. In agreeing with this contention the higher court said:

"We do not consider the directors to be personally liable under the evidence in this case. Under such circumstances, it can hardly be said that appellees in the exercise of ordinary and reasonable supervision could have detected the wrong doing of their subordinate officer."

Also, see *Kulesza v. Chicago*, 311 Ill. App. 117, where the higher court stated that to render an officer of a corporation liable for the negligence of the corporation, he must be a participant in the wrongful act.

Consignee Obligated

The fact that a common carrier delivers a C. O. D. shipment without collecting the specified amount due does not alter the legal responsibility of any of the patrons.

For illustration, in *Truck Owners Freight Co., v. Poland*, 10 N. W. (2d) 473, Neb., a carrier sued a consignee for \$157. It proved that a consignor had delivered tires to the carrier with directions to collect on delivery the sum of \$157. By mistake the carrier's agent delivered the tires to the consignee without collecting this money. The consignor sued and recovered the amount from the carrier who sued the consignee. In holding the latter bound to pay the carrier \$157, the higher court said:

"A consignee who receives a C.O.D. shipment is bound either to pay therefor or return the goods, and where a carrier delivers goods to the consignee without collecting the C.O.D. charges, and is compelled to pay the consignor the amount it should have collected, the carrier has a right of action against the consignee for the money so paid."

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Fails to Prove Facts

It is well established law that a carrier is not liable for damage to shipped merchandise unless the testimony clearly proves that such damage occurred after the goods had been received by the carrier and before delivery by the carrier to the consignee at point of destination.

For example, in *A. A. Highway Express, Inc. v. Bone and Hendrix*, 26 S. E. (2d) 658, Ga., it was shown that a motor truck transportation company accepted green beans for transportation. Soon afterward the same were delivered by the carrier to the point of destination. A few minutes afterward the beans were picked up by the consignee who discovered that the beans were frozen. Since neither the consignee nor the consignor proved that the beans were not frozen when accepted by the carrier, the higher court held the carrier not liable, saying:

"The evidence is not sufficient to show

that the beans became frozen while in the possession of the defendant carrier after their delivery to the carrier."

When Did War Start?

Many legal obligations are based upon the date of the beginning of this war. Therefore, it is important to know that the Supreme Court of South Carolina in the case of *West v. Palmetto State Life Insurance Co.*, 25 S. E. (2d) 475, held that the war with Japan started on Dec. 8, 1941. This court held that the only way in which the United States can be at war with another nation is by declaration of war by Congress under the United States Constitution, Art. 1, Sec. 8, and that since a state of war with Japan was not declared until Dec. 8, 1941, the war did not start Dec. 7, the date of attack on Pearl Harbor.

Not Interstate Employee

The Fair Labor Standards Act is a comprehensive legislative scheme

designed by Congress to prevent the shipment in interstate commerce of commodities produced in the United States under labor conditions which, as respects wages and hours, fail to conform to standards set up by the Act. It prescribes a 44-hour week, and minimum wage payments. The act is applicable exclusively to employees engaged in the production of goods for interstate commerce.

For illustration, in *Stoike v. First National Bank of the City of New York*, 48 N. E. (2d) 482, N. Y., it was shown that a night porter or watchman cleaned the building. His employer was engaged in interstate commerce. The employee sued to recover extra compensation, penalties, etc., under the Fair Labor Standards Act. In holding the employee not entitled to a recovery, the higher court said:

"The plaintiff's work of cleaning and dusting the quarters although it may contribute remotely to the comfort and convenience of those whose services are vital to its business, is not a step in the process . . ."

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Independent Contractor

Modern courts hold that an "independent contractor" is not entitled to recover compensation under state compensation laws for regular work. However, if the injured workman is an ordinary employee he is entitled to receive compensation for injuries.

The term "independent contractor" means any person who renders service for a specified recompense for a specified result either as a unit or a whole, under the control of his principal as to results of his work only, and not under control of his principal as to the means by which such result is accomplished.

For example, in *Nesmith v. Reich Bros.*, 14 So. (2d) 325, it was shown that a company employed various truck owners to haul merchandise. Under these employment contracts each truck owner agreed to furnish his own truck, and buy oil and gas from the company. Each truck owner was paid per hundred-weight, and was required to operate his truck continuously for 24 hours each day, ex-

cept, possibly, Sunday. No truck driver was obligated to haul a specific quantity of merchandise. No term for the contract's duration was fixed. However, each driver was subject to the orders of the company officials and performed his duties strictly as directed by such officials. Each truck driver had the right to select his own helpers, fix their rate of pay and discharge them at will.

One day a truck driver was seriously injured and he sued to recover compensation. It was contended that the driver was an "independent contractor" and, therefore, not entitled to receive compensation, under State Compensation laws.

However, the higher court considered all of the above facts in holding that the driver was an ordinary employee and entitled to recover state compensation, the higher court said:

"The undisputed facts of the case negative the idea that plaintiff, in legal contemplation, was independent as regards his contractual relations with and duties to his employer."

Recovers \$15,000

Frequently, a jury will award a large amount of damages on conflicting testimony. However, the higher court will not reverse the jury's verdict unless the evidence indicates conclusively that the award is improper.

For example, in *Pestatnik v. Balliet*, 10 N. W. (2d) 99, it was shown that a motor truck and a passenger car collided at a street intersection. The driver of the truck sued for damages and testified that the driver of the passenger car was negligent in that he failed to yield the right of way to the truck at the intersection and that he was driving his automobile at a high and excessive rate of speed without bringing it to a stop before entering the arterial highway.

The driver of the passenger car denied generally that in operating his automobile he was negligent.

The cause was submitted to the jury which returned a verdict in favor of the truck driver for the

sum of \$15,000. The higher court upheld the jury's verdict.

Truck Driver Negligent

Instruct all motor truck drivers to set flares on the highway, both before and behind the truck which for any reason is stopped on the highway at night time.

In *McCullough Co., v. Liles*, 162 S. W. (2d) 1055, it was shown that a motor truck was left partly on a main highway. It was raining and the driver of a passenger car attempted to pass. A constant stream of cars was traveling in the opposite direction. The headlights of these passing cars interfered with the vision of the driver of the passenger car.

No flares were set out by the truck driver. The driver of the passenger car collided with the truck and sustained severe injuries. He sued the company, owner of the truck, for damages. In holding the company

liable the court explained that the truck driver was negligent because no flares were set out.

What Is A Strike?

Almost all state laws provide that employes who "strike" are not entitled to receive payment from the state of unemployment compensation. Recently, a higher court broadly held that "strike" means stoppage of work.

In *Princeton Co., v. Employment Security*, 46 N. E. (2d) 477, it was shown that certain employes stopped work while awaiting the outcome of a wage increase. They applied for unemployment compensation. However, the higher court refused to allow payments to the employes and said:

"Here was a disagreement between the employer and the employes as a whole as to wages; a demand by employes for new and different terms, and a refusal of the employer to comply, and a refusal of the employes to work as a consequence. It was a controversy. This was a strike in the ordinary meaning of the word."

Sales Tax v. Use Tax

A sales tax on interstate business is void, but a use tax is valid.

For illustration, in *McLeod v. J. E. Dilworth Co.*, 171 S. W. (2d) 62, Ark., it was shown that a corporation sold merchandise which was shipped f.o.b. Tennessee to Arkansas buyers. The corporation had traveling salesmen who came into Arkansas, took orders and sent such orders to the corporation in Tennessee. In holding the Arkansas sales tax not applicable to these orders, the higher court said:

"To conclude, we hold herein: (1) that the tax here involved is a sales tax; and (2) that as a sales tax, it would be a burden on interstate commerce for the tax to be imposed and collected under the facts in these cases."

On the other hand, in *Nelson*, 312 U. S. 373, the United States Supreme Court held a "use" tax valid with respect to merchandise sold under the identical circumstances.

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Inland Airports

FOREIGN trade zones at inland centers were predicted by foreign trade zone authority last month (see page 32). Last August D and W raised the question whether airports should be established on seacoasts or at inland centers. What do you think?

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LEGAL

Questions and Answers

... The Legal Editor will answer legal questions on all subjects covered by D and W. Send him your problems, care of this magazine. There will be no charge to subscribers for this service. Publication of inquiries and Mr. Parker's replies give worthwhile information to industry generally

Restraint of Trade

Question: Are all contracts in restraint of trade void and illegal, or has the law changed? Long Storage Co.

Answer: It is now well settled that not every agreement or combination, in some degree, restraining trade or competition, is forbidden. To render it unlawful, there must be an undue and unreasonable restraint and not fairly and reasonably necessary to the protection of one's own legitimate affairs. The "rule of reason" is now generally applied.

In determining whether a contract is reasonable or unreasonable, the court will consider the motive of the parties, the extent and effect of the contract, the circumstances under which it is made, and its effect upon public interest.

Also, it seems well settled that it is not unlawful for any number of persons, without an unlawful object in view, to associate and agree that

they will not work for, employ or deal with certain individuals or classes of individuals. It is a part of every man's Civil rights, that he be left at liberty to refuse business relations with any person whomsoever, whether the refusal rests upon reason or is the result of whim, caprice, prejudice or malice. With his reasons, neither the public nor third persons have any legal control.

Increasing Prices

Question: We sell a commodity whose cost price has been very much increased due to increased labor and materials cost. Can we increase the selling price, under these circumstances? Art Warehouse Co.

Answer: You must apply to OPA to obtain an increase in the prices you receive for your products.

Apply to your nearest OPA branch and make application on Form 188. You must prove that your product is essential to war needs and, also,

that unless the price is increased there will be a shortage of materials in your locality. Otherwise you cannot obtain an increase in the prices in effect March, 1942, for your products. In other words, at present you cannot sell at prices higher than those in effect in March, 1942.

Two Questions

Question: In the November issue of D and W reference is made in your column to the case of Yeckas Eichenbeum, Inc. vs. McCarthy, N. Y., reported in 49 N. E. (2nd) 517.

It is my understanding that the Carmack amendment of the Interstate Commerce Act par. 20 subpar. 11, and which is incorporated in the Motor Carriers Act, permits the shipper to sue the initial carrier, and that the Cummins amendment found in the same section above cited permits the shipper to sue the terminal carrier. It was for the very purpose of protecting the shipper who was in no position to know where the damage occurred that these amendments were passed by Congress.

I should also like to refer to the discussion on pg. 79 of the November issue of D and W concerning the effect of the Soldiers' and Sailors' Civil Relief Act on foreclosure of a warehouseman's lien. It is our understanding that the 1942 amendment to Sec.

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subpar. 2 is effective regardless of when the goods were stored. I believe this is the view that is held by various legal counsel in this vicinity. I should therefore appreciate receiving your opinion.

I might say in closing that in these days when government regulations play such an important part, the service you are rendering is of particular value. Bekins Van & Storage Co.

Answer: Obviously, later higher court decisions reported in these pages will interpret the law with reference to suits involving the Carmack and Cummings amendments. However, at present it is my opinion that the shipper is within his legal rights in suing the initial carrier or the terminal carrier. Actually, such suit places responsibility on the one being sued to prove where the damage occurred. In other words, if a carrier other than the initial or terminal carrier is responsible this fact may be established in one suit without necessity of the shipper making

independent investigations, and separate suits.

A majority of higher courts are in accord with the law that the Soldiers' and Sailors' Civil Relief Act protects all members in military service of the United States against any and all suits filed, if the income derived from the subject of the suit is insufficient to pay the normal expenses of maintaining or operating the subject of such suit.

Soldiers' Goods

Question: I wonder if you would be kind enough to give us the case which you used for your basis in your discussion which stated that all service mens' goods coming into storage after the year 1940 could be sold without any legal difficulty. Termont Storage Warehouse.

Answer: It seems that you misinterpreted the reported decision. This case is Phillips, 12 So. (2d) 59. It related to a chattel mortgage signed and made after 1940. However, with

regard to selling goods placed in storage after 1940, it is not advisable unless you receive an order from a court. In fact, many courts probably will not agree with the decision rendered in the Phillips case. As other decisions are rendered same will be promptly reported in these pages.

Consignee-Carrier Contract

Question: A contract is drawn up between a consignee and a common carrier for the distribution by motor truck of a perishable product, whereby the consignee pays to common carrier a stipulated amount for retaining shipment in the truck terminal, and making deliveries of portions of shipment to purchasers authorized to accept delivery at the truck terminal.

The consignee in this case is a legal representative of a manufacturer. The consignee assumes all liability for loss or damage to the merchandise and the common carrier assumes no liability except to make

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MERCHANDISE STORAGE PACKING
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ALMACENES MARITIMOS

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CHARLESTON, S. C.

C. B. JENKINS, JR., Pres. L. E. McKAY, Mgr.

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Pool Car Distribution. Private rail sidings. Sprinkler equipped warehouse.

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"The Heart of the Piedmont"

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GENERAL MERCHANDISE—H.H.G. STORAGE

Pool Car Distribution—Motor Truck Service

Low Insurance Rate

Private Siding

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WILSON STORAGE AND TRANSFER CO.

Investment \$350,000

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50,000 Sq. Ft. Floorspace

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Fireproof, sprinklered building with private siding on the C&N.W. Labeling and Sorting. Distribution of Pool Cars, Household Goods Transferred. Refrigerated Truck Service. Owners and operators of Wilson Forwarding Co. Members of NFPA—MinnNWA—AWAM Agent for AVL

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135,000 square feet on Southern Railway tracks Equipped with Automatic Sprinkler

Insurance at 12c. per \$100.00

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Household goods shipments solicited. Prompt remittances made.

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PROMPT AND EFFICIENT SERVICE

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General Warehouse Co.

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"Good housekeeping, accurate records, Personal Service"

Located in the center of the Jobbing & Wholesale District

Sprinklered Private R. R. siding Low Insurance Perfect service



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Benton T. Grills, Sec'y. & Mgr.

NICKEY WAREHOUSES, INC.

"Memphis Most Modern Warehouses"

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Merchandise Storage & Pool Car Distribution Local Delivery Service

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ESTABLISHED 1894

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Insurance Rate \$1.28 per \$1,000 per Annum Distribution a Specialty Merchandise storage, dependable service, free switching. Local cartage delivery. Illinois Central and Cotton Belt Railway tracks. Automatic sprinkler. A.D.T. watchmen.

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Storage (Mds.)—Pool Car Distribution—Local delivery service—Office Space. In the heart of the wholesale district and convenient to Rail, Truck and express terminals. Eight car railroad siding—(N.C.&ST.L. and L.A.M.)—Reciprocal switching. Reconstructed by Distribution Service, Inc. Member of A.W.A. and M.W.A.

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BOND, CHADWELL CO.

MERCHANDISE

WAREHOUSE.

RAIL, TRUCK

AND RIVER

TERMINAL.



deliveries and to obtain receipts for deliveries.

The common carrier has the privilege of acting as warehouseman if he so desires. The manufacturer pays the freight charges direct to the common carrier whereby the shipments are prepaid.

The shipments are forwarded in large protective containers, and remain in said containers at common carriers' terminal until emptied. Empty containers are returned to manufacturer, freight charges collect, for refilling.

We can find no ruling on regulation prohibiting such an arrangement, and will appreciate your advice. The Hill-yard Co.

Answer: After making a review of late higher court cases, I was unable to locate any case which decided against this plan of operation. The consignee acts as agent for the manufacturer.

On the other hand, the contract or agreement between the consignee and

common carrier is illegal whereby the consignee assumes all liability for loss or injury to the shipment. This is so because the courts will not recognize a contract by the terms of which the carrier relieves itself from liability arising from negligence of its employees. And, from the stand point of liability, the carrier's requirements of care to avoid loss or injury to the goods are reduced the instant he acts as warehouseman instead of carrier.

Double Tax?

Question: We have elected to deliver our freight to the railroad terminals and thereby receive the 5c. allowance per 100 lb. from them. Our local truckman insists that we must pay him the three per cent federal transportation tax on his haul from our plant to the railroad piers. If the tax must be paid on his haul, then, we will be paying a double tax on the transportation of all our shipments. Please advise if this tax must also be paid to the truckman as well as to the railroads. Parker-Kalon Corp.

Answer: It is my opinion that your local truckman must receive this three per cent tax on his haul from your plant to the common carrier's. It seems that if you accept allowance of five per cent from the carrier, and pay the local truckman three per cent on his haul, there is no double taxation. The three per cent is deductible from the five per cent allowance.

However, I have no ruling on this particular point, but shall obtain some upon receiving further notification from you that you still believe you are paying double taxation.

Memphis Warehouse Sold

Paul McDonnell, insurance man, has purchased the Mid-City Storage Co. including its building at 141 S. Second St., Memphis, Tenn. It is a large brick structure, with sprinkler system, elevator and full basement. In former years it housed the Central Cigar and Tobacco Co. wholesale firm, retired. C. C. Cartwright and Fred Callahan were the sellers. (Grissam)

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521 Eighth Ave., So., Nashville 2

Central Van & Storage Co.

MERCANTILE AND HOUSEHOLD STORAGE
WAREHOUSE STOCK and POOL CAR DISTRIBUTION
Automatic Sprinkler System—Centrally Located

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POOL CAR DISTRIBUTION
FREE SWITCHING—CITY TRUCKING

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ESTABLISHED 1886

THE PRICE-BASS CO.

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Automatic Sprinklered—Spot Stock and Pool Car Distribution—
Private Siding

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Merchandise Storage & Distribution
Household Goods Storage, Moving & Packing
Long Distance Operators



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TEXAS STORAGE COMPANY

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Merchandise and Household Goods
Warehouse, Concrete Construction
30,000 Sq. Ft. Distribution of Pool Cars
Transfer Household Goods

Agent for A.V.L. Member of N.F.W.A.—S.W.&T.A.

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CORPUS CHRISTI WAREHOUSE AND STORAGE COMPANY

Located AT PORT SITE
adjacent to docks NAVIGATION DISTRICT NO. 1

Storage Distribution Drayage

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Low Insurance Rates

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General Merchandise Storage—Pool Car Distribution

Public Bonded Warehouses at Alice, Corpus Christi, Harlingen and Victoria
Daily and overnight common carrier Motor Freight Service to Houston, San Antonio, Austin, Laredo and Rio Grande Valley, serving all intermediate points.
Expert Handling; Inquiries Invited

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Our modern Centrally located fireproof warehouse is completely equipped to serve you with over 75,000 square feet of merchandise and household goods storage space.
MOVING—STORAGE—PACKING—SHIPPING



Since 1875

BINYON-O'KEEFE
Fireproof Storage Co.

Since 1875



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ESTABLISHED 1875

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Second Unit Santa Fe Building, Dallas 2, Texas

Modern Fireproof Construction—
Office, Display, Manufacturers, and Warehouse Space



Operators of the Lone Star Package Car Company (Dallas and Fort Worth Divisions)
H. & N. T. Motor Freight Line
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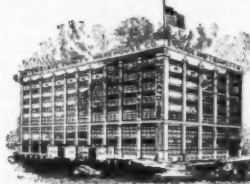
A.W.A., N.F.W.A., American Chain of Warehouses
Southwest Warehouse & Transfermen's Assn., Rotary Club



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INTERSTATE-TRINITY WAREHOUSE COMPANY

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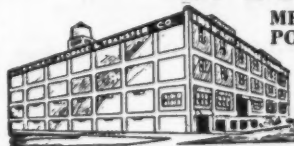
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Pool Car Distribution—Motor Truck Service.
Incorporated in 1920
Members—NFWA—SWTA—Agent for Allied Van Lines, Inc.



People . . .

(Continued from page 47)

tion committee of the Lake Carriers' Assn., succeeding Capt. Harold T. Johnson, Hutchinson & Co., Lakewood, O. The committee discusses and recommends improvements affecting Great Lakes navigation. (Kline)

Frank Ross, manager, Eastern Division, Willamette Hyster Co., Peoria, Ill., recently announced that Philip S. Hill has been named assistant manager, Eastern Division, and that Frank McMillan has been appointed manager of the Washington, D. C., office to fill the vacancy left by Hill.

E. O. Miller, for 18 years with the New York Central Railroad in Buffalo, N. Y., has been appointed traffic representative for Pennsylvania-Central Airlines in Detroit.

Col. Roger G. Powell, 62, resident member of the board of engineers for rivers and harbors and former U. S. division engineer at Cincinnati, retired

Jan. 1, despite the best efforts of river organizations to keep him in uniform.

Col. Powell is author of the so-called Powell Plan for development of the Ohio River, including a half-billion dollar flood control program and a long-range post-war improvement of navigation facilities. As division engineer in Cincinnati from 1925 to 1938, he was largely responsible for completion in 1929 of the nine-foot navigation channel the full 981 miles of the Ohio. He also drew up standard regulations and signals for use of the locks. Previously, each lockmaster exercised his own ideas, which varied from lock to lock. (Kline)

Fred L. Doelker, vice-president of Grace Steamship Line, will serve as 1944 president of the Propeller Club of the United States, Port of San Francisco, succeeding Hugh Gallagher, vice-president, Matson Navigation Co. (Gidlow)

Thomas F. Williams, general agent, Lehigh Valley Railroad, has been elected president, Traffic Club of New Eng-

land. Other officers elected include: J. Fillingim, general traffic agent, New York, New Haven & Hartford Railroad; A. F. Lane, general manager, Boston Port Authority; F. P. Mutrie, treasurer, P. B. Mutrie Motor Transportation, Inc., and C. A. Schmidt, general traffic manager, United Drug Co., vice-presidents, and P. L. Stuart, traffic manager, Sprague Steamship Agency, Inc., secretary-treasurer. (Wellington)

Forrest E. Brookman, manager, Atkins, Kroll & Co., Los Angeles, is the newly elected president of the Foreign Trade Assn. of Southern California, succeeding Robert O. Vernon. (Herr)

Ralph T. Reed, executive vice-president of the American Express Co., has been elected president of the company and of its foreign subsidiary, the American Express Co., Inc., to succeed Frederick P. Small, who becomes chairman of the executive committee.

Michel J. Fortier replaces the late Clarence A. Campbell as vice-president and general manager, Acme

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In Fort Worth It's Binyon-O'Keefe

MERCHANDISE STORAGE—POOL CAR DISTRIBUTION
Our modern Centrally located fireproof warehouse is completely equipped to serve you with over 80,000 square feet of merchandise and household storage space.

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Since 1875

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Fireproof Storage Co.

Since 1875



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O. K. Warehouse Co., Inc.

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Member—SWA-AWA

TEXAS & PACIFIC TERMINAL WAREHOUSE CO.

Warehouses—DALLAS—FT. WORTH
Merchandise Storage
Pool Car Distribution
Office, Display and
Warehouse Space
Branch Office Facilities
Ample room for Automobiles and Truck parking

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Merchandise Storage — Pool Car Distribution
Centrally Located — Lowest Insurance Rate
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Member of Interlake Terminals

FEDERAL WAREHOUSE COMPANY

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General Merchandise Storage

Pool Car Service

Fireproof Sprinklered Warehouses

Located in the heart of the wholesale district

HOUSTON, TEXAS

Better Warehousing in HOUSTON

We operate a modern low insurance rate warehouse in the center of the wholesale, jobber, rail and truck terminal district. Most conveniently located for interior jobbers' trucks; well trained personnel; cooler space.

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Office Space Display Space Parking Space

Lowest Insurance Rate

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Receiving also Wharfingers offering
Weighing complete Shipside Services with
Sampling berthing space for eight steamers.
Warehousing
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HOUSTON WHARF COMPANY

(Long Reach Docks)

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PATRICK TRANSFER & STORAGE CO.

Merchandise and Household Goods Storage

Pool Car Distribution

Sprinklered—A.D.T. Watchmen

Shipside and Uptown Warehouses

Operators—Houston Division

Lone Star Package Car Co.

1117 Vine St. Agents for Allied Van Lines, Inc. Members N.F.W.A.

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SOUTHERN WAREHOUSE CORPORATION

Bonded Warehouse

General Merchandise Storage

Pool Car Service A.D.T. Supervised Ser.

Sprinklered Low Insurance Rate

Centrally Located Private Siding on Southern

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MERCHANDISE DISTRIBUTION
COMMERCIAL STORAGE—
OFFICE SPACE — PARKING SPACE
T. P. C. STORAGE & TRANSFER CO., INC.
 2301 Commerce Ave., Houston 2

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W. E. FAIN, Owner and Manager
 Established 1901

TEXAS WAREHOUSE COMPANY

Forty-three Years
 Under Same Continuous Management

MERCHANDISE EXCLUSIVELY

Pool Car Distribution Sprinklered Throughout
 A.D.T. Supervised Service

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UNION Transfer & Storage Co.

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Forwarding and Distributing

MERCHANDISE STORAGE

Warehouses Sprinklered Throughout.

Supervised by A.D.T. Service.

SERVICE THAT COUNTS



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UNIVERSAL TERMINAL WAREHOUSE CO.

1006 WASHINGTON AVE., HOUSTON 1

Merchandise Storage—Pool Car Distribution

Sprinklered—A.D.T. Watchmen

— U. S. Customs Bonded —

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New York Representatives:

DISTRIBUTION SERVICE, INC.

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WESTHEIMER**Transfer and Storage Co., Inc.**

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OVER 50 YEARS IN HOUSTON

Fireproof Warehouses

Merchandise & Household Goods Storage—Pool Car Distribution—

Lift Van Service—20 car lengths of truckage.

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Merchandise

MERCHANTS

Household Goods

TRANSFER & STORAGE CO.

Merchants & Transfer Sts., San Antonio 6

Complete Storage and Distribution Service

Over 50 years of satisfactory service

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Dependable Service Since 1913

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INSURANCE RATE - - - 10c

Members of 4 Leading Associations



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P. O. BOX 4007, STA. A, SAN ANTONIO 7

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FIREPROOF CONSTRUCTION

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CHICAGO 1337 NEWBERRY AVE. MO. 5326

TYLER, TEXAS

Tyler Warehouse and Storage Company

Bonded under the Laws of Texas

General Storage and Distribution from the Center of East Texas. Specializing in Pool Cars Merchandise.

White Lead and Color Works, Detroit, and Fred J. Squires succeeds the late Roy H. Stephens as treasurer.

Capt. Amos E. Brooks is reported to have arrived safely at his destination. His new address is: G16 Engineer, APO 526, c/o Postmaster, New York, N. Y.

H. H. Huston has been named general traffic manager of American Can Co., succeeding P. A. Champney, retired. (Kline)

T. L. James, Rio Grande Motor Way, Denver, Col., has been elected president of the Colorado Motor Carriers' Assn. (Alexander)

Henry Rowold has been named vice-president of Mack-International Motor Truck Corp.. He was placed in charge of national account sales in 1939, and as vice-president will continue in that capacity. He is also a committee member of the Central Truck Tire Rating Board of OPA.

John L. Keogh, president, Buffalo Merchandise Warehouses, Inc., has

For Shippers' Convenience, States, Cities and Firms are Arranged Alphabetically

been appointed to the newly-formed Domestic Trade Committee of the Buffalo Chamber of Commerce which will seek to promote teamwork among Buffalo firms engaged in domestic (Toles)

R. C. Crabb and J. W. Moody are jointly in charge of the recently established New York office at 60 E. 42nd St., of the Pacific Division of Bendix Aviation Corp. (formerly Bendix Aviation, Ltd.), North Hollywood, Cal.

R. L. Vaniman, former Chrysler executive and for the last 18 months director, automotive division, War Production Board, has been named vice-president in charge of export sales for Fruehauf Trailer Co. He had been South African sales manager for Chrysler and is familiar with the export field. (Kline)

J. H. Albershardt, formerly head business development division of the State of Indiana, has been named executive secretary of the Indiana Motor Truck Assn., succeeding B. E. Luglan. (Kline)

S. D. Mahan has been appointed director of advertising and public relations, manufacturing division, The Crosley Corp., Cincinnati. For the past two and one-half years, Mr. Mahan has served the U. S. Treasury Department as director of advertising and promotion for the War Bond program.

James C. Rhodes, formerly traffic manager, Economy Grocery Stores, Inc., South Boston, has been named traffic manager for the Van Brode Milling Co., Clinton, Mass. Philip S. Bartlett has succeeded Mr. Rhodes as traffic manager with Economy. (Kline)

William A. Angus has been named traffic manager, John Wyeth & Bros., Philadelphia, subsidiary of American Home Products Corp., succeeding Elmer Fox, named superintendent of the company's Philadelphia branch. Before joining Wyeth, Mr. Angus was connected with the Pennsylvania Sugar Co., and has been a member of the advisory committee of the Office of Defense Transportation, Philadelphia. (Continued on page 106)

D and W, February, 1944—103



U. S. Army Signal Corps Photo

SEALING AND STRAPPING containers of books for overseas shipment at the Jersey City QM Depot. Boys in foreground are part of Junior Commando Group of high school students who work at the depot after school and on Saturdays.

Assembly Line Conveyor System

(Continued from page 19)

this way, pounding or wear and tear are absorbed by the rollers which are sturdier than the flexible belt, and offer stronger foundation for such heavy work.

Scales have been set up in the line to weigh the cartons as they roll off the assembly line. After a carton has been weighed, it descends a miniature ramp, to be delivered to the loading

trucks for immediate shipment.

Capt. Shortt is enthusiastic about the initial accomplishments of the conveyor line as well as its future possibilities, since the speed may be set at high, low or medium to suit the requirements of the job being handled. Inspection jobs or assemblies of more than two or three different items require a slow moving belt to allow the worker sufficient time to complete his particular operation. Single assembly jobs are more simple and a high speed is possible.

Officers-in-charge plan operations on a time schedule, thus maintaining a constant check on production. The "Shortt Assembly Line System" used at the Jersey City QM Depot is the first of its kind, according to members of the local warehousing industry and QM materials handling officers. Having proved its value in actual operations, it is said to be probable that the system will serve as a model for other developments both at military and civilian installations.

Buys

Aalco Moving and Storage Co. has added to its local properties with the cash purchase of a five-story brick and reinforced concrete warehouse at 2918-20 Franklin Ave., St. Louis, Mo., to be used for an auxiliary office and warehouse.

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SHIPPING and storing ordnance present many problems in materials handling and warehousing. The article on page 10 of this issue contains many constructive ideas of value to all shippers, handlers and warehousemen.

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PEOPLE ...

(Continued from page 103)

phia area, and treasurer of the Traffic Club of Philadelphia. (Kline)

D. B. Walter has been named sales manager of the Fruehauf Trailer Co., Detroit branch. He recently returned from the Army with an honorable discharge, and had formerly been with the firm as a member of the sales staff of the Fruehauf factory in Detroit. (Kline)

Arthur Caldwell has returned to his post as export sales manager for Food Machinery Corp., San Jose, Cal., having recently resigned from the War Food Administration. (Kline)

Walter M. Henshel has been appointed director of publicity and information for Braniff Airways. A native of Chicago, Mr. Henshel has lived in Dallas since 1930 and has been connected with Interstate Circuit, Inc., Texas theatre operators, serving as publicity director and in an executive

capacity. He has a degree in economics from the College of Commerce and Business Administration, University of Illinois.

Harry Klein, formerly superintendent, Philadelphia and Norfolk S. S. Co., is now manager of the truck and transportation department of Sun Ray Drug Co., Philadelphia. (Dash)

OBITUARY

Clarence A. Campbell, 66, vice-president and general manager, Acme White Lead and Color Works, Detroit. At the age of 16 he began his career in the paint business at the Chicago office of Devoe & Reynolds Co., rose rapidly, and in 1918 became general manager of the company, at Chicago. He resigned his position with Devoe and Reynolds in 1924, to assume his duties as vice-president and general manager of Acme. For the past 19 years, as the directing head, he guided the policies and operation of the company.

Clinton B. Sipes, 55, general traffic manager, Firestone Tire & Rubber Co., Akron, O., died suddenly Dec. 31 of a heart ailment. He was with the Firestone organization for 26 years, had been traffic head for 15 years, and was well known in traffic management circles throughout the country. (Kline)

Owen Murnen, 81, retired founder of the Murnen Strong Cartage Co., Toledo, O., died Dec. 13. (Kline)

Robert F. Keeton, 66, superintendent, Federal Compress and Warehouse Co., Memphis, Tenn., died in mid-December. (Grissam)

Charles L. Hutchinson, 81, head of the best known families in shipping on the Great Lakes, died Jan. 11. He was chairman of the board of the Pioneer Steamship Co., which owns 20 freighters, and senior partner of Hutchinson & Co., operator of the Pioneer, Inland Steel Co., and Buckeye Steamship Co. fleets, which total 48 vessels. His son, John T., is presi-

dent of Pioneer and Buckeye Steamship Cos. and partner in Hutchinson & Co., and his other son, Gene C., is vice-president and treasurer of Pioneer Steamship and a partner in the operating company. Only other partner in Hutchinson & Co. is Dale L. Coy. Capt. Hutchinson was a director of the American Ship Building Co. and the Great Lakes Towing Co. for many years and started the Rud Machine Co., a repair yard named for his fleet engineer, Anton C. Rud. (Kline)

Robert A. Welsh, 39, widely known among Northwest salmon-canning operators, died at Bellingham, Wash., of a heart attack late in December. He

was president of the Bellingham Canning Co., which operates a cannery at Klwack, Alaska; vice-president of the Icy Straits Salmon Co., Seattle, which has a cannery at Hoonah, Alaska, and a partner in the Anacortes Canning Co. (Haskell)

Distribution Center

The Owens Corning Fiberglas Corp., Toledo, O., has leased two buildings containing 130,000 sq. ft. in Trenton, N. J., for its Eastern distribution center for glass wool insulating products, and a mill building of 70,000 sq. ft. in Burlington, N. J., for its glass cloth division.

To Make Fork Trucks

Cleveland Automatic Machine Co., Cleveland O., has arranged to convert part of its facilities to products other than machine tools, and has recently obtained contracts both with the army and navy for manufacture of warehouse fork trucks. For some time the company has been re-arranging its plant and tooling for the manufacture of these trucks, which are in urgent demand to handle supplies in various parts of the world. Government is financing the contracts through the medium of advance payments. (Kline)

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